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# FINANCIAL TIMES

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AND TEAMWORK  
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## NEWS SUMMARY

### GENERAL

## Nuclear talks for USSR and U.S.

Mr. Edmund Muskie, the U.S. Secretary of State, said yesterday that the U.S. and the Soviet Union had reached an understanding on holding preliminary negotiations to limit each other's nuclear forces in Europe.

Mr. Muskie, who had just completed a 34-hour meeting with the Soviet Foreign Minister, Mr. Andrei Gromyko, said a formal announcement would be made later. Aides had predicted that preliminary talks would open next month in Geneva.

### Air fares cut

British Airways will cut some internal air fares by up to 50 per cent from November 1, to try to encourage winter travel. New BA chairman Back Page; Problems, Page 6

### Berlin trains back

Freight trains resumed running between West Berlin and West Germany after striking West Berlin employees of East German railways won rights for trade union elections.

### Ferry to close

P and O Ferries decided to close its London-Ostend hydrofoil service after seven months in operation. Seajet's Brighton-Dieppe service closed last month.

### Westward warned

Westward Television has been warned by the independent Broadcasting Authority, after recent boardroom disputes, that its commercial television franchise is in danger. Back Page.

### Jail follows fire

London landlord Savvas Haggi Pieri, who wanted his tenants to leave, was jailed for two years for manslaughter after a fire started in which three of them died.

### Census challenge

Detroit city won a lawsuit challenging the accuracy of this year's U.S. census, which could affect its political representation and the amount of its federal aid. Page 3

### Korean reform

South Korean President Chun Doo-Hwan plans a new constitution abolishing the present political parties. Government sources said.

### Pickets sentenced

Two "flying pickets" were jailed for six months at Shrewsbury Crown Court after causing damage of more than £5,000 to lorries during the steel strike in February.

### Afghans sacked

Kabul mayor Assadullah Payom and Afghanistan's deputy Industries Minister, Gholam Mohammad Rahimi, have lost their posts in a purge of the ruling People's Democratic Party.

### Home and away

Local newspapers claimed a world record for the 41 per cent absenteeism recorded at Alfa Romeo's Napier car plant. Officials said staff stayed home to watch football on television.

### Briefly ...

Alaska abolished state income tax because of booming oil revenue.

Heart transplant patient Ewan McPhie, 23, died in Papworth Hospital, Cambridge, seven months after his operation.

Led Zeppelin drummer John Bonham, 31, died.

### CHIEF PRICE CHANGES YESTERDAY

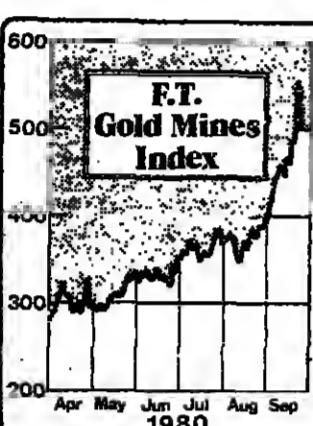
(Prices in pence unless otherwise indicated)

	RISES
Treas. 9 p.m. 1980	1921 + 1
APV	215 + 12
Amalgamated Metal	235 + 9
BL	23 + 3
Beecham	157 + 4
Burco Dean	21 + 5
Dunlop	52 + 3
Haden Carrier	145 + 7
House of Fraser	132 + 4
MFI	62 + 7
Morrison (Wm.)	170 + 7
Norvic Seas.	9 + 2
Bank Org.	160 + 14
Burnham Oil	139 + 9
Clyde Petroleum	530 + 40
KCA	141 + 7
Ultramar	443 + 16
Mount Carrington	68 + 6
FALLS	
Brixton Estate	132 - 4
West Driefontein	546 - 21
Western Deep	£30 - 18

### BUSINESS

## Equities up 1.1%; Golds off 17

• EQUITIES steadied despite market nervousness about Iran-Iraq developments, and the FT 30-share index regained 1.1 to 484.4. GOLDS fell on fresh



profit-taking, the Gold Mines index closing 17.0 down at 500.0. Page 32

• GIILS: the Government Securities index rose 0.03 to 70.24. Page 32

• GOLD shed \$13 in London to close at \$695.5. Page 28

• STERLING fell five points to \$2.3990. Its trade-weighted index was 76.1 (76.3). Page 28

• DOLLAR rallied late to close at DM 1.7398 (DM 1.7495) and SWF 1.6440 (SWF 1.6430). Its index eased slightly to 83.8 (83.9). Page 28

• WALL STREET was off 0.94 at 963.82 shortly before the close. Page 30

• GOVERNMENT is set to announce the first £400m instalment of cash injection for the British Steel Corporation, as concern for nationalised industries grows among Ministers. Back Page; Crisis in industry. Page 13

• CEILING of 10 per cent in nationalised industry price rises for the next year was urged by the State-financed National Consumer Council. Page 8

• URGENT study into the future of the Royal Ordnance Factories has been launched; the introduction of private capital into the organisation is being considered. Page 9

• NATIONAL Enterprise Board is expected to be left with a heavy loss on Alfred Herbert, its machine tool subsidiary which effectively collapsed three months ago. Back Page

• VAUXHALL's Chevette car, made at Ellesmere Port, is to go on sale in West Germany next month. About 5,000 vehicles will be shipped there this year.

• POLISH economy lost a further Zl 25bn (£34m) through strikes and stoppages in September, on top of August's Zl 36bn, the party newspaper Trybuna Ludu says. Back Page; Pravda attack. Page 2

• BRITAIN is to oppose any radical changes in the structure of the International Monetary Fund and World Bank when members meet in Bermuda next week. Page 3

• COMPANIES

• VICKERS, which merged with Rolls-Royce Motors in August, increased first-half pre-tax profits to £12.62m (£6.38m), including £8.17m final interest compensation for its British Aircraft Corporation holding. Rolls-Royce profits for the 24 weeks to June 14 fell to £1.24m (£4.58m). Page 20 and Lex. Back Page

• DUNLOP Holdings announced a fall in first-half taxable profits from £18m to £15m, as finance charges rose to £25m (£21m). Page 20 and Lex. Back Page

• CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

	RISES
Brooke Watson	19 - 3
Brown and Jackson	80 - 40
Derby Trust Cap.	273 - 9
Eurotherm	286 - 8
Farnell Elec.	338 - 7
GRN	180 - 7
Hoskin and Horton	68 - 10
London Brick	72 - 4
Office & Electronic	313 - 18
Wilkinson Warburton	47 - 3
Barlow Hedges	86 - 4
East Driefontein	14 - 11
Gold Min. Kaigoorie	545 - 30
Impala Platinium	545 - 10
Minorco	640 - 20
North Kalgoorlie	107 - 6
Poseidon	345 - 12
Samantha	88 - 10
Southwark	1173 - 21
West Driefontein	546 - 21
Western Deep	£30 - 18

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## Tehran experiences the fear of war as sirens sound a practice alert

A resident in Tehran yesterday sent this eyewitness description of the capital mobilising for war:

Tehran tonight experienced the fear of war for the first time in its history. Just before 8 pm the sirens sounded for the first time while an announcer on Tehran radio told listeners: "There is about to be an Iraqi air raid. This is serious, very serious. Citizens should protect themselves as best they can."

The western part of the city exploded with the sound of heavy anti-aircraft fire and the sky was lit up by streams of tracer bullets. People rushed on to their roofs shouting: "God is great." In other parts screaming

could be heard.

It was only after the firing died down and the panic subsided that it appeared that what the city had experienced was a test of the air raid warning system against whom the government fears may well happen soon if the war against Iraq is prolonged.

As the public begins to take the war seriously, so its mood is changing. Considerable frustration exists at the slow rate with which officials release news of the fighting. Many people are once again listening to the BBC and other foreign radio stations.

The campaign against rumour-mongering has got under way.

with 20 people arrested so far in Tehran. Most of these are taxi drivers and one was arrested by a passenger for "praising the Shah and Bahar" and for saying that there were food shortages."

The mobilisation of the People's Army—the Mostazafin Militia—has begun. One of its leaders said yesterday that "several hundred have already been sent to the front following the meeting of units from each of the mosques in Tehran on Wednesday night". In the holy city of Qom, the famous theological centre, Horieh Ettaher is organising the despatch of clerics to the front.

In the growing mood of

national unity many old quarrels are being forgotten. The normally strident Islamic daily paper Etoleh yesterday carried on its front page a statement from the Marxist Fedayeen Khalq guerrilla group. The statement appealed to all the group's supporters, who number many thousands among the students, to rally to "defend the revolution and independence of the country in the face of attacks from the Iraqi fascist regime."

The need for the unity of all forces supporting the revolution was the main point made by each member of the joint staff when they spoke to the Press yesterday. General Fallahi, acting chief of staff, said this co-operation was taking place under his command.

He admitted that Iran faced difficulties in repair and maintenance unlike the Iraqis... However, he thought that if "this war goes on and becomes more widespread, then I believe we will win. The Iraqis may

score some temporary gains but eventually we will be victorious."

On Wednesday night, for the first time since the war of words with Iraq turned into a shooting war, the people of Tehran were forced to face the fact that they were at war. "Turn off your lights, sister. There's a war on," shouted men from the revolutionary committees as they toured the streets at dusk searching out the many recalcitrant homes.

They need not have bothered for within an hour, at 8 pm, the electrical power supply for the whole city was switched off. Cars

Continued on Back Page

## U.S. in talks on joint force

BY DAVID BUCHAN IN WASHINGTON AND JAMES BUXTON IN LONDON

THE U.S. is discussing with its major European allies and with friendly Gulf countries the possibility of forming a joint naval force which could move into action should Iran blockade the Strait of Hormuz at the entrance to the Gulf. Such a force would almost certainly not move into action however, unless invited by at least one Arab State.

Preliminary talks have taken place at the UN in New York where many countries' Foreign Ministers are gathered for the General Assembly. The U.S. wants to keep a very low profile following President Carter's pledge of "strict neutrality" in the Iran-Iraq conflict.

U.S. officials said yesterday they hoped that Britain, France and West Germany would all take the diplomatic lead in trying to lift any blockade, although France alone has warships stationed in the Indian Ocean.

Yesterday the Sultanate of Oman said that shipping in the

Strait of Hormuz was flowing normally and had not been interrupted. The shipping lanes through the Strait pass through Omani territorial waters and the Omani Ministry of Foreign Affairs said it had "full authority and control over the passage."

The Omani statement followed earlier reports that shipping was building up in the Gulf of Oman outside the Strait. But these were discounted by Lloyd's of London and shipping agents in the Gulf. Iranian warships have been questioning by radio crews of cargo ships coming into the Gulf in an attempt to stop them reaching Iraqi ports. But no harassment has so far been

stressed that Iran would fulfil its obligations as an oil supplier to Western countries. But according to French officials he did not ask the French President for more arms, although France is Iraq's second largest arms supplier, after the Soviet Union.

While the Iranian navy is considered by the U.S. to be in no shape to operate a complete blockade of the Strait, it could threaten to sink ships or it could lay mines, which would strongly discourage shipping from using the Strait and send insurance rates soaring.

In such an event, the Carter Administration apparently has no intention of intervening to protect oil tanker routes through the Strait, unless invited to do so by one or more Arab States in the area.

In Paris, Mr. Tariq Aziz, Iraq's Deputy Prime Minister, gave an undertaking that Iraq would do everything in its power to ensure free passage of international shipping through the Strait.

Speaking after talks with President Giscard d'Estaing, he emphasised that it does not have the



## AMERICAN NEWS

Reagan shatters moratorium on political comment

## Carter accused over Gulf war

BY JUREK MARTIN, U.S. EDITOR IN WASHINGTON

THE BRIEF moratorium on political comment here on the Iran-Iraq conflict has been shattered by Mr. Ronald Reagan's charges that President Carter's policies have been responsible for the outbreak of hostilities in the Gulf.

Campaigning in Texas and the Far West, the Republicans can cite alleged specifically that if the Carter Administration had not "pulled the rug" from under the Government of the deposed Shah, Iran and Iraq would not be at war.

More generally, he said that the U.S. was forced to adopt a policy of strict neutrality because it did not possess the military capability to do otherwise.

Bearing in mind that the President has recently accused him of being a threat to world peace and has cited several past instances where he has appeared to have advocated the use of American troops overseas, Mr. Reagan was careful to add that "I am not looking to use force anywhere unless it is absolutely necessary to our national



Ronald Reagan hitting out.

to have friendly relations with Iran and have friendly relations with the United States.

For much of his western

## Republican criticises Chile

BY MARY HELEN SPOONER IN SANTIAGO

MR. RONALD REAGAN'S chief adviser on Latin America, Mr. Roger Fontaine, who is on a five-day visit to Chile, said that a Reagan Administration would support human rights in the continent but in a "more consistent" fashion than the Government of President Jimmy Carter.

However, Mr. Reagan would provide more assistance to those Latin American régimes "friendly" to the U.S.

In instances of human rights abuses under such régimes, he said, the U.S. should "make

private expressions of concern." Mr. Fontaine criticised what he called the "public pillory" approach, saying that such a stance could be easily labelled interventionism and did not help human rights.

"It is a question of what works best," he said. "The off-and-on approach loses credibility and effectiveness."

Mr. Fontaine, a former university professor now at the conservative American Enterprise Institute, repeated reservations expressed earlier about Gen. Augusto Pinochet's régime in Chile. He said it seemed that Gen. Pinochet was attempting to remain in power indefinitely.

"There have been favourable developments in Brazil and Argentina," he said. "The off-and-on approach loses credibility and effectiveness."

A Reagan Administration would seek to strengthen its bilateral relations with the major powers in the region, and would revise the U.S. relationship with Cuba in a more critical light, said Mr. Fontaine.

## Detroit wins challenge to census

BY OUR U.S. EDITOR IN WASHINGTON

THE CITY of Detroit has won an important court victory that could affect both the political representation and the amount of federal aid enjoyed by major U.S. cities.

A Federal judge in Detroit upheld the city's suit challenging the accuracy of this year's national census. He ordered the Census Bureau to adjust its provisional count of the population of Detroit to allow for the fact that it had under-estimated the number of non-white residents.

Preliminary statistics released by the Census Bureau last month suggested that Detroit's population had fallen from about 1.5m in 1970, the last national census, to only 1.15m. The bureau acknowledges that its count normally under-calculates the number of non-whites, many of whom fall to respond to questionnaires because of their transient status.

Several other major cities with substantial minority populations have filed actions along the same lines. Detroit's suit was

## IBM chief in row over holdings

By Our New York Staff

MR. FRANK CARY, chairman of International Business Machines and a man who normally shuns the political limelight, has thrust himself to the centre stage of a row about how much outsiders who serve on government agencies should be obliged to disclose about their personal finances.

Mr. Cary has withdrawn his nomination for membership of the board of the government's planned U.S. Synthetic Fuels Corporation, arguing that the disclosure rules amounted to an "unnecessary invasion of privacy."

Mr. Cary said he had no objection to public listing of the companies in which he holds a financial interest or in declaring the dollar value of those interests both to the White House and the relevant Congressional committees.

But he did object to public revelation of the value of his holdings, stating that such disclosure would not have assisted the legitimate purpose of insuring against potential clashes of interest. As a result of Mr. Cary's objections, the White House withdrew his name from nomination on the seven-man board.

## Go-ahead for Bill to ease curbs on rail prices

BY IAN HARGREAVES IN NEW YORK

THE CARTER Administration's long-delayed efforts to lift pricing regulations on U.S. railways cleared their last hurdle when House and Senate committees agreed on a final version of the Railway Deregulation Bill.

The final bill adopts most of the features of the more liberal variant, allowing the railways widespread freedom to price significantly in excess of general inflation without interference from any government agency.

The bill also provides funds for a number of ailing railways including the government

controlled Consolidated Rail Corporation (Conrail).

Other features of the legislation are increased operational flexibility for railways, easier rules about mergers and more freedom to confer with groups of customers about rates.

One larger merger in the eastern half of the U.S., between Chessie System and Seaboard Coast Lines, was approved earlier this week, creating the largest U.S. railway company with combined sales of more than \$4bn (£1.6bn) last year and 27,000 miles of track. Other merger proposals are in the pipeline.

## American court told of gun-running to IRA

charged with conspiracy to supply the Irish Republican Army (IRA) with guns and ammunition.

The U.S. Government contends that from 1972 until early this year Mr. Howard Bruton of Wilson and two New York men, Mr. George Demeo and Mr. Robert Ferrero, conspired to supply the IRA with up to 100 guns and 1m rounds of ammunition.

Reuter

## Miller fears interest rate blow

BY IAN HARGREAVES IN NEW YORK

MR. WILLIAM MILLER, U.S. Treasury Secretary, yesterday said he had a "real fear" that the rising trend in U.S. interest rates may abort the recovery in the U.S. economy before it has got fully under way.

At the same time, Mr. Miller stood by the Federal Reserve Board in its strategy of attempting to hold monetary growth within its annual ranges—a strategy which has contributed to tightness in the credit markets and higher rates.

Mr. Miller said the country should expect such a strategy to continue and attempted to shift the blame for rising rates upon to Mr. Carter's political opponents and the many elements in Congress which favour a tax cut before the end of the year.

Tax cutting talk, monetary

expansion and tensions in the Middle East had made the money markets nervous. "Interest rates will reflect that," he said.

Less than a fortnight ago Mr. Miller was talking of interest rates having peaked, but with the Prime Rate now at 12.5 per cent and set to go higher, he is clearly having second thoughts.

In a speech to the U.S. Conference Board in New York, Mr. Miller appealed for a longer view to be taken about the need to rid the U.S. of an inflation rate which remained "dangerously high."

He appealed to business to make the 1980s "a decade of unparalleled growth in investment," in order to reverse declining productivity and capital formation trends in the U.S. economy.

Earlier at the conference, Mr.

Albert Somers, Chief Economist of the Conference Board, a leading organisation of U.S. business, said that the U.S. had not experienced a recession this year but "a violent monetary trauma," caused by high interest rates.

He also attacked suggestions of stimulating consumption by tax cuts, but said that the conventional monetary practices of the Fed, accompanied by wild swings in interest rates, raised serious questions.

He even suggested that the Fed's reluctant but dramatically effective use of credit controls last spring—which triggered the sharp drop in second quarter GNP—were now being appraised with surprise and a kind of grudging admiration; perhaps even with the Federal Reserve itself.

Tax cutting talk, monetary

## Hollywood actors' strike to end soon

By Paul Betts in New York

swing. Mr. Reagan had been trying to focus on the local issues that serve him so well in the region, such as the use of resources and the distance for Federal bureaucracy, as well as his standard drumbeat of criticism of Mr. Carter's economic record.

But, as has been apparent throughout the last month, the campaign has been effectively dominated by a series of trans-continental wars of words, with Mr. Reagan seemingly forever being pushed to answer the latest in the President's verbal follies.

In so directly accusing the President of quasi-culpability in a foreign war, the Republican nominee is trying to take the initiative in this game for once. But he has also in the process broken new and, for him, possibly dangerous new ground.

It is a political rule of thumb that to attack a sitting President at a time of palpable international crisis tends to be counter-productive.

Senator Edward Kennedy found this out ten months ago when he implied that the President had been too close to the Shah and that the Iranian demands for restitution had merit. Public reaction had suggested hurt Mr. Kennedy a lot.

It is a certainty that the Carter campaign which showed its sharpness in turning Mr. Kennedy's charges against him, will do the same with Mr. Reagan—thus exacerbating the bitterness that has already been such a feature in this race for the Presidency.

That there is national disconnection with Mr. Carter's record in foreign policy is not in dispute, but to exploit it is not necessarily politically easy. This is doubly so when it is Mr. Reagan who is seeking to do the exploiting because doubts about Mr. Carter performance are matched by reservations about Mr. Reagan's abilities in international affairs.

Until the two sides reached a compromise, the surprisingly effective strike had caused enormous disruptions to the U.S. film business and problems for the major national television networks, which had to postpone their new autumn seasons as series and films had not been completed.

Meanwhile, a strike by musicians at the Metropolitan Opera House in New York risks compromising the company's forthcoming season.

## Britain opposes changes in IMF and World Bank

BY PETER RIDDELL IN HAMILTON, BERMUDA

THE BRITISH Government opposes radical changes in the structure and character of the International Monetary Fund and the World Bank.

Faced with demands from the less developed countries for a greater say in the running of these two bodies, the British attitude is that it is a delusion to believe that the richer developed nations will provide more support if the character of the institutions is changed.

This follows a tentative agreement reached between the actors' union and the producers in Hollywood yesterday. The contract includes a 15 per cent increase in minimum salaries for the first 18 months and 15 per cent over the second 18 months for a compounded increase of 32.25 per cent over the life of the contract. Mr. Phil Myers, representing producers, said in Hollywood yesterday.

Agreement has also been reached on the more crucial issue of compensation to actors from new cable television and video cassette productions whereby actors will get a share of about 5 per cent of the royalties.

This issue was at the core of the strike as actors have been campaigning for a cut in the profits of the new electronic software which is changing the face of the home entertainment business in the U.S.

Until the two sides reached a compromise, the surprisingly effective strike had caused enormous disruptions to the U.S. film business and problems for the major national television networks, which had to postpone their new autumn seasons as series and films had not been completed.

Meanwhile, a strike by musicians at the Metropolitan Opera House in New York risks compromising the company's forthcoming season.



Sir Geoffrey Howe... standing firm.

from turning the Fund into an aid organisation.

There is a general recognition that the voting structure will have to be re-examined but that this should happen in the eighth review of Fund quotas which is unlikely to start until the U.S. Congress approves the seventh quota review.

In general, Britain favours the development of existing international institutions rather than the creation of new ones. It hopes that any new energy agency should, for example, be an affiliate of the World Bank rather than a separate organisation. The UK does, however, say there is no shortage of private sector capital available in the search for oil.

The British Government still hoped that the work of the Fund and Bank meetings will not be disrupted by the question of whether the Palestine Liberation Organisation should be admitted as an observer to the meetings. The issue has not been formally discussed here.

Britain has not been slow to defend its own contribution in face of some criticism from other Commonwealth leaders in view of the current and proposed cuts in the level of spending on overseas aid. British participants have pointed out that the aid budget is worth £950m which is the fifth largest in volume terms among aid givers.

This represents 0.52 per cent of Gross National Product compared with the United Nations target of 0.7 per cent.

## Venezuela in £8.75bn oil boost

BY KIM FUAD IN CARACAS

VENZUELA will invest \$21bn (£8.75bn) in its state oil industry between 1981 and 1985, Sen. Humberto Calderon Berd, Energy Minister, said yesterday, when he explained the energy goals in the Government's sixth national economic plan to

production, while refining will receive 17.9 per cent, development of the Orinoco heavy oil deposits, 17.5 per cent, and exploration, 15.1 per cent.

In order to achieve the goal of adequate reserves and production levels for domestic and export needs, the plan calls for raising production capacity to 2.8m barrels a day, intensifying the search for light and medium crudes, development of heavy oil potential and a reserves production ratio of 15 years.

Sen. Ricardo Martinez, Planning Minister, reported that while the sixth national economic plan is based on an average \$30 a barrel for Venezuelan oil, it is estimated that by 1985, the average price will have risen to \$52.

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## WORLD TRADE NEWS

## Kloeckner denies it has abandoned EEC steel cartel

BY ROGER BOYES IN BONN

**KLOECKNER-WERKE**, the West German steel concern, yesterday strongly denied allegations that it has left the European steel cartel. But at the same time it called for wide-ranging reforms in the cartel, including a common sales agency for European steel and financial incentives for those companies reducing capacity.

The Kloeckner's Werke denial, articulated in an interview by Dr. Herbert Glenow, its chairman, comes shortly before Viscount Etienne Davignon, the EEC industry commissioner, meets next Tuesday with the heads of 12 European steel producers. Kloeckner-Werke will not be taking part in the meeting, but some of its major rivals—and critics—will, including Hoesch, Thyssen and Krupp. Kloeckner is clearly anxious to make its views known before the meeting.

Kloeckner has been accused by other German producers, notably Hoesch, of breaking ranks by not keeping to the production ceilings and understandings on minimum prices. This has raised the prospect of a price war on the German and other European steel markets—a possibility which appears to have alarmed the Bonn Government, bankers and the more financially vulnerable steel concerns.

## Plans to construct Peking trade centre in jeopardy

BY TONY WALKER IN PEKING

PLANS TO build a trade centre in Peking appear to have fallen through. Construction of the \$250m (£105m) centre was to have started this year.

The trade centre has been in the planning stage for several years. China has provided more than \$1m on designs.

It was expected the trade building would help overcome the chronic shortage of office space in Peking for foreign businesses. Most foreign com-

panies based in Peking work in foreign businesses in Peking are located in hotels.

The Chinese were reportedly disappointed at the lukewarm response they received earlier this year when they asked foreign businessmen if they were interested in booking space five years in advance at a cost of \$500,000.

The trade centre was planned to have offices for more than 250 companies, and would have included an hotel, an exhibition hall and conference centre.

## Oslo fears U.S.-China ship pact

BY WILLIAM HALL, SHIPPING CORRESPONDENT

NORWEGIAN shipowners are deeply concerned about the protectionist implications of the recent maritime agreement between the U.S. and China. The Norwegian Shipowners Association yesterday expressed particular fear that the cargo-sharing provisions of the agreement would adversely affect their trade. Their concern will be raised at the October 5-6 meeting in Paris of the Maritime Transport Committee of the Organisation for Economic Co-operation and Development (OECD).

The U.S.-Chinese maritime agreement was signed on September 17 and includes provisions for increased access to Chinese and U.S. ports and an agreement on cargo sharing. The agreement is modelled along the lines of an earlier maritime pact between Russia and the U.S., and stipulates that the fleets of both countries will

have access to a "substantial and equal share" of commerce moving between the two countries. In practice this means that both countries have the right to insist that at least one-third of the trade is carried in their own ships.

The U.S. has frequently said that it is opposed to cargo sharing and bilateral agreements of this nature. At the recent Committee on Shipping meeting of the UN Conference on Trade and Development (UNCTAD), the U.S. delegation firmly opposed all moves by developing countries to introduce cargo sharing.

However, the U.S. Administration has let it be known that it sees a place for such bilateral agreements when the U.S. merchant fleet is threatened.

The Norwegian merchant fleet relies heavily on the "cross-trades" and has the most

## Finnish rig exporters show the way

BY LANCE KEYWORTH IN HELSINKI

**RAUMA-REPOLA** of Finland grade steel. "These facts and RAUMA-REPOLA aroused a storm of protest from competing UK Global Marine of California by plus quick delivery times made us highly competitive," said shipbuilders and the Confederation of Shipbuilding and Engineering Unions which said that Mr. Lassila.

To date, the company has delivered 11 rigs of semi-submersible type, more than Rauma's bid was £42m while any other company in the world. Its order books are full £70m. However, Mr. Reginald Eyre, Parliamentary Under

Minister of State in the Department of Trade, put the record straight this year in Helsinki when he told a meeting of the Finnish-British Trading Association that Rauma's bid was fair.

The yard will soon be delivering to the Norwegian company K/S Dvyl Drilling, a rig of Ocean Ranger type which it claims is the biggest rig ever built.

The Mantyluoto order books also include three oil drilling ships for the Soviet Union, for use in Arctic conditions. These

## Italy to pay more for Dutch gas

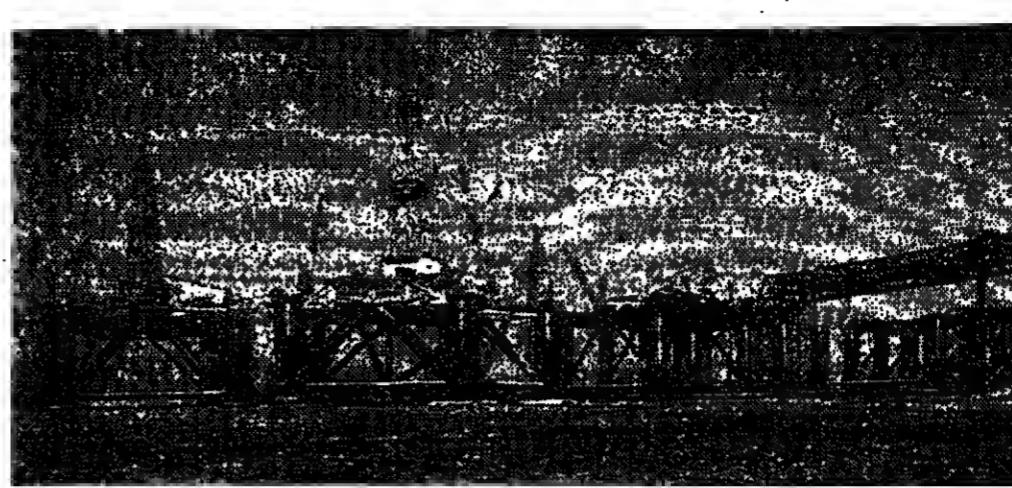
By Charles Batchelor  
in Amsterdam

THE NETHERLANDS has reached agreement with the Italian State gas company, SNAM, for an increase in the price of Dutch gas exports. This means the Dutch have now negotiated a higher price for about half the gas they sell abroad following earlier agreements with Ruhrgas of West Germany, and the French state company, Gaz de France. No price details have been disclosed for fear of prejudicing continuing negotiations.

Negotiations are going on with the Belgians and with a number of private German companies. Agreement was reached with Italy last Friday, an Economics Ministry official said. Italy also represents Switzerland. Dutch gas exports amounted to 49.2bn cubic metres last year compared with deliveries of 44.6bn cubic metres to domestic consumers. West Germany was the largest foreign customer, taking 19.9bn cubic metres, followed by France with 11bn CUMS. Belgium with 10.4bn and Italy and Switzerland together taking 7.9bn. Ruhrgas accounts for about 6bn CUMS of the German offtake. Mr. Dirk Spierenburg, the Dutch gas commissioner, has agreed both a higher price for the gas as well as a quicker and more complete indexation of the price to that of oil.

The Italian contract is based on the same principles as those signed with France and Ruhrgas, though the price differs.

Mr. Gijs van Aardenne, the Dutch Economic Minister and Mr. Spierenburg are to report to the Parliamentary Committee for Economic Affairs next Thursday on the progress of the renegotiations.



Four drilling rigs being built at Rauma-Repola's Mantyluoto works.

## Zimbabwe Lome talks end cordial deadlock

BY JOHN WYLES IN BRUSSELS

NEGOTIATIONS on Zimbabwe's application to join the Lomé Convention ended in a cordial deadlock here with the European Commission committed to seeking a more compromising approach from France on future Zimbabwean sugar exports to the EEC.

It has been clear that sugar would be the main problem in

the negotiations since last week when France blocked an offer that would have guaranteed Zimbabwe a sugar quota of 25,000 tonnes a year.

Some 14 member African, Caribbean and Pacific (ACP) signatories of Lomé enjoy a total guaranteed quota amounting to 1.3m tonnes a year. Pro-

munity preference, France, to a storm of criticism, alone opposed any concession which would risk bringing more sugar than the ACP quota into the Community.

Predictably, Zimbabwe has refused to accept a lesser status than enjoyed by other ACP sugar exporters. But, after

three days of negotiations, it indicated that it might compromise on an EEC commitment to a timetable for reaching the 25,000-tonne "target quota" which is being offered.

The Commission will now put such a commitment from the Nine, arguing that other sugar exporters are unlikely to take up the entire quota of 1.3m tonnes.

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This announcement appears as a matter of record only

### Genoa Oil N.L.

(Holding Company for the Hartogen Group)

Following resolutions at the extraordinary general meeting of shareholders on September 10, 1980, Genoa Oil N.L. has acquired the major assets and undertakings of Hartogen Oil N.L. and Olympus Petroleum N.L.

As a result of these acquisitions, Genoa Oil's paid-up capital is now \$12,963,625 in 25,927,250 fully paid shares of 50 cents each. It is the ultimate holding company of the Hartogen Group, major assets being a near 50 per cent direct and indirect shareholding in Hartogen Energy Limited, and a 50 per cent interest in the petroleum lease, P.L. 14 (East) in the Surat Basin, Queensland.

Financial advisers to Hartogen are Schroder, Darling and Company Limited, Merchant Bankers.

The Hartogen Group



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## UK NEWS

# Sir John King to take over at British Airways

BY MICHAEL DONNE AND DAVID FISHLOCK

**SIR JOHN KING**, 61, the industrialist who is to be the new part-time chairman of British Airways from February 1, will probably be the last chairman of the airline appointed directly by the Government.

For the Government is planning to sell off a substantial minority of the shares in the airline to private investors, once the Civil Aviation Bill, now before Parliament, becomes law. Thereafter, it will be up to the airline's own Board (on which the Government will be represented) to appoint its own chairman, as do other private companies.

Sir John's task, aided by the new part-time non-executive joint deputy chairman, Mr Alexander Dibbs, will be to ensure that the airline is in a fit financial state to be offered to the public at some time over the next two years or so.

The existing management, under chairman Mr Ross Stainbank (who has been with BA and its predecessors all his working life, and who retires at the end of January) and Mr Roy Watts, the chief executive, have already done much to offset the impact of the recession, and to set the scene on the airline's ultimate renewed expansion when the recession ends.

The measures to cut costs and prime staff already announced will have to work through the airline.

If they are successful they should ensure that the airline comes through the recession leaner and tougher, and better able to face the expansion of the mid to late 1980s that everyone in the civil aviation industry expects to occur.

Hitherto, the airline's relationships with the City have been limited, and it is almost certainly in order to strengthen these that the Government has decided to put on the Board, along with Sir John, such a prominent banker as Mr. Dibbs, who is also 61.

The changes in top management announced yesterday also result in the promotion of Mr. Watts who will now become, additionally, the executive joint deputy chairman, effectively running the airline on a day-to-day basis.

As chief executive, Mr. Watts has been the principal architect of the airline's long-term strategy, which in addition to the current pruning measures include the re-equipping with advanced new-technology aircrafts such as the new Boeing 737 for the mid-to-late 1980s.

Sir John King  
Stronger City link

## BA will cut internal fares to boost winter travel

By Michael Donne, Aerospace Correspondent

BRITISH AIRWAYS will cut some internal fares by up to 50 per cent from November 1, in a bid to boost traffic during the winter months.

On the last Shuttle flight every weekday between London and Edinburgh and Glasgow, the single fare will be cut from £27 to £23. Between London and Manchester it will be cut from £23 to £24, and between London and Belfast from £23 to £22.

At weekends, the single fare on the last flight each day will be reduced to £25 on the Glasgow/Edinburgh run, £20 on the route to Manchester and £22 on the route to London and Belfast.

The London-Belfast fare will compete with the cut planned by British Midland Airways from October 1, of £10 to £33 on all flights between Gatwick and Northern Ireland.

On its Scottish routes, BA will offer cheaper stand-by fares on all weekend flights (and on certain late-weekday flights) of £20 single, against £29.

BA's London-Aberdeen single fare will also be cut from £56.50 to £27, that to Inverness from £55 to £34, and to Newcastle from £42.50 to £21.

On the London-Aberdeen route, BA will introduce its new Club and Tourist Class cabins, as already offered on the London-Paris route.

The new BA late-night single fare of £33 between London and Glasgow will compare with the second class British Rail single second class rate from November 30 of £28. The Edinburgh rail fare will be £30.30, and the Newcastle rate £25.80.

Second class rail day return rates will be £33.30 to Edinburgh, £28.70 to Glasgow and £28.70 to Newcastle.

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Of these losses, nearly £70 million were due to the individual buyer's default or insolvency, while about

£180 million were through political causes (such as import restrictions or transfer difficulties).

In other words, nowhere is completely safe. Buyers' companies can still fail in stable countries as easily as governments in shaky ones.

Yet many British companies still have their heads firmly in the sand, thinking 'it could never happen to us.'

It could ask many of the 12,000 British exporters insured with ECGD, a government department with over 60 years' experience in helping the exporter.

ECGD offers the only credit insurance available which covers you for non-payment on exports of goods or services, world-wide—irrespective of whether it's the customer or the country that fails.

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ways. Opening corridors for cheap finance, for instance, by giving cover direct to the financing bank.

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## UK NEWS

## Ferry for Sealink lacks one engine

By Alan Watson, in Belfast

**THE LAST** of four ferries built by Harland and Wolff in Belfast for Sealink was launched yesterday without one of its two engines.

The £17m St David, which will carry 1,000 passengers and 300 cars, has been delayed by three months already. The shipyard is now awaiting delivery of the second engine which was damaged during tests at the manufacturer, APE-Crossley of Manchester.

All four ships for Sealink were subject to delay. The first is now operating on the Larne-Strafraer service. Two others are being fitted out before their handover for use on the English Channel routes.

Sealink confirmed that the purchase of the St David and one of its sister ships, the St Christopher, was financed by Barclay Merchantile Finance. The first ferry completed, the Galloway Princess, was purchased through Midland Montagu leasing. The purchase of the remaining vessel, the St Anselm, was financed by Lloyds Leasing.

Harland and Wolff is being forced to delay some work on two liquid petroleum gas carriers worth £70m, ordered by a consortium for charter to Shell.

The shipyard said Shell was awaiting approval from U.S. authorities for a new system of insulation for the gas containment tanks.

The ships will be used on routes from the North Sea to the U.S. The original specification for the insulation was rejected by the U.S. Coastguard.

### Emergency calls

**LONDON FIREMEN** answered 53,466 emergency calls in the first half of this year, fire fatalities numbered 70 adults, including one firefighter, and seven children, and firemen rescued 168 people from fires. Calls attended comprised 25,400 fires, 10,792 special services, 8,107 false alarms (suspected fires) and 9,167 malicious false alarms.

## Government support sought for information technology

By DAVID FISHLOCK, SCIENCE EDITOR

THE Department of Industry should be the sponsoring Ministry for the whole field of information technology, the Government's scientific advisers have concluded.

In a report published today the Advisory Council for Applied Research and Development urges the Government to make one Minister and one department responsible for its policies and actions on the promotion and development of information technology.

The same department should be responsible for the regulation of communications and broadcasting, it believes.

The council urges the Government to do more to stress the importance of information technology to the future industrial and commercial success of Britain.

It calls for Government publicity and "imaginative promotion" for existing UK success in the technology, as well as publicity for all public sector plans for the application of UK innovation.

The council wants the Government to give British Telecom—the communications side of the Post Office—a mandate to provide a world-competitive UK

communications network and enough funds to achieve this goal.

As the council's working group sees the problem, information technology "will perhaps be the most important area of application of micro-electronics. It will eventually affect virtually every household and occupation."

It will change patterns of employment and, if the opportunities to supply new goods and services are taken, has the potential to create many jobs."

Britain's trading performances will depend greatly on its ability to compete in world markets for products and services based on information technology.

The council warns that some trading rivals such as France, Japan and the U.S. have already recognised the importance of information technology and established national programmes to stimulate development.

The report gives some broad examples of what it means by information technology. One is the field of telecommunications, including satellite communications. Another is the telephone, where computer-controlled switching systems, such as System X, are bringing many new services.

Other examples are video discs, which will provide visual entertainment and education for about twice the price of a present full-price long playing gramophone record," and word processors, which can correct and edit typing.

The council estimates world sales for the products and services associated with information technology at £20bn a year, growing at 10 per cent a year in real terms. But it is also impressed by the radically new technological opportunities opening through the convergence of two major technologies, computing and communications.

The council's recommendations to the Government include more attention to information technology by schools and career services, more training in the subject by companies and better links between supplier and user interests to help to anticipate future needs.

It calls for Government recognition of the importance of a UK role in creating international standards and of the need for data protection.

Information Technology

HMSO, £3.30.

Lombard, Page 16

## London suburban buses may all switch to flat-rate fares

By LYNTON McLAIN, TRANSPORT CORRESPONDENT

**LONDON TRANSPORT'S** entire suburban bus network may switch to flat-rate fare operations if a recommendation about to be put to the LT Executive is accepted.

The plan, to apply to all London Transport buses outside central and inner London, was suggested yesterday by Dr. David Quarby, the managing director of LT's bus services.

Because of the success of the experiments on flat-rate fares in Harrow and Haverstock, he said he would recommend the plan to the Executive. A flat-rate fare of 20p for all local journeys has applied on buses in these areas since earlier this year.

LT had expected the 20p fare to cut its revenue. But passenger mileage operated by the buses has increased since the scheme started. Delays and

running times for one-man operated buses have improved.

However, London Transport has no plans to introduce flat-rate fares in central London. Flat-rate fares for long and short journeys would have to be set at levels that might discourage passengers from using the buses for short journeys.

One-man buses will not be introduced on the busy central London and radial routes, at least in the next five years.

Dr. Quarby told delegates at the Association of Metropolitan Authorities transport conference in London that no system to replace the conductors for fare collection had been found that would speed boarding times without cutting revenue.

The conductors are used mainly on the Routemaster rear-platform buses used by LT since the early 1960s. These buses can pick up a passenger once every second. This compares with the average pick-up time of between three seconds and five seconds for one-man operated buses.

Dr. Quarby also cast doubt on the future of London Transport's plans for its own bus to replace the Routemaster in the mid-1980s. The XRM project for a double-deck bus "with potential for one-man operation in central London" would probably now be abandoned, he said.

Instead, LT would concentrate on "further development of the excellent Leyland Titan and Metro-Cammell-Weymann Metroliners."

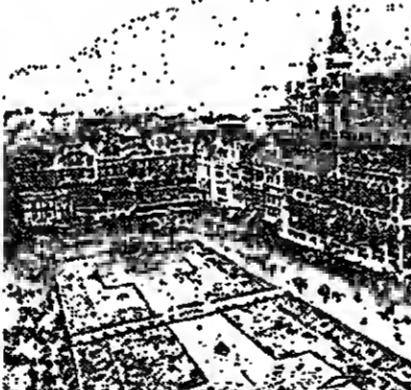
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BRUSSELS — The Grand Place is just along the street from our Brussels-Sheraton Hotel. It's a pleasant stroll, especially on a Sunday morning. And it pays to come back for lunch in our Les Comtes de Flandre restaurant. Another grand place in this great restaurant city.



MUNICH — On a clear day the Alps are visible from our Muenchen-Sheraton, a warm friendly hotel in Germany's fun town. Two bars, health club, some of the best conference facilities in all Europe.

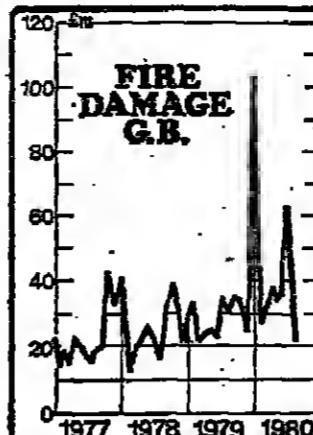
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## Limit of 10% urged for increases in nationalised industry prices

By DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

A 10 PER CENT ceiling on nationalised industry price rises was urged yesterday by the State-financed National Consumer Council.

Mr. Michael Shanks, the council's chairman, said consumers were tired of the constant price rises for goods and services provided by the nationalised industries.

He pointed out that in the past six years nationalised industry prices have risen more than the general rate of inflation. "And in the past year some of the price increases have been staggering."

Such large increases between August 1979 and August 1980, said Mr. Shanks, included a 30 per cent rise in electricity charges, 28 per cent for post and telephones, and 27 per cent for coal and coke. The overall level of nationalised industry price rises in this period was 26.3 per cent, compared with a 16.3 per cent increase in the retail price index.

Last year's damage costs had not been easily exceeded and had not costs in August, at £21m, been the lowest monthly loss for more than two years, according to the British Insurance Association.

Even so, damage costs this year are running at more than 50 per cent above last year's level for the corresponding period.

There were three big fires in August where damage in each case exceeded £1m. The biggest was at a cigarette manufacturers in Manchester and cost £1.6m.

The network of fire liaison panels, comprising insurers, fire brigades and industry, in an effort to fight fire losses, will be running a National Fire Safety Week from October 27 to November 1.

## Fire damage costs could top £500m

By ERIC SHORT

FIRE DAMAGE costs in the first eight months of this year reached £354.7m—only marginally short of damage costs for the whole of last year which totalled £355.3m. If the trend continues then fire costs for 1980 could exceed £500m.

Large increases in the cost of fire damage have been easily exceeded and have gone and mean that today's consumers are bearing the major share of the cost of capital investment to benefit tomorrow's customers."

Mr. Shanks said a 10 per cent ceiling on nationalised industry price rises should be imposed for the next 12 months. If any nationalised industry attempted

to increase prices more than 10 per cent, the Government should use its new powers under the Competition Act to investigate the reasons for the increase.

Clause 13 of the Act enables the Government to ask the Monopolies Commission to investigate any price rise "of major public concern".

Mr. Shanks also made clear that the Government was as much to blame for the price rises as nationalised industries. He criticised the Government for pushing up gas prices faster than commercial considerations demanded and attacked Government borrowing limits.

"These policies pushed prices higher than they need otherwise have gone and mean that today's consumers are bearing the major share of the cost of capital investment to benefit tomorrow's customers."

Mr. Shanks came on the publication of the council's annual report, in which he suggests a 10 per cent limit on nationalised industry price rises would help the Government and

private industry to keep wage claims to single figures.

Mr. Shanks rejected the idea that a curb on price rises would automatically reduce the standard of services to the consumer.

"We think there is plenty of room for the nationalised industries to improve efficiency and lower their costs. We think a ceiling on price rises would provide the incentive they need to do just that."

In his report Mr. Shanks also makes a veiled rebuttal to the criticisms voiced by Mrs. Sally Oppenheim, Minister for Consumer Affairs, at the council's congress earlier this year. At that time Mrs. Oppenheim said the council was becoming too political by involving itself in discussions on Government economic policy.

Mr. Shanks said: "The consumer interest is not restricted to a particular set of policies which carry a 'consumer' label." The consumer interest "permeates the whole field of policies which directly affect people."

An annual report of the NCC, free, 18, Queen Anne's Gate, London, SW1.

## Outlook in chemicals still bleak

By RAY DAFER

THE CHEMICAL industry can expect to see some check in its falling output towards the end of the year, according to a new Government forecast.

But chemical companies are warned that the severity of the economic recession is such that it will be, some time before demand returns to even 1978 levels.

A report in the Government journal, British Business, published today, says the output of the UK chemicals industry fell 9 per cent in the second quarter of this year. The position was likely to remain bleak for the rest of the year with a year-on-year fall in output of 5 per cent.

All sectors of the industry had been badly hit, but basic petrochemicals—the building blocks of various chemical products—had been particularly affected by the recession. Plant capacity utilisation had dropped "dramatically".

Although the "index of chemical production had fallen below 1975 levels, the cost of materials and fuel purchased by the industry in the first half of this year was 30 per cent higher than in the same period of 1978.

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## UK NEWS

# Shell opens wage round with 12% offer to drivers

BY NICK GARNETT, LABOUR STAFF

**SHELL HAS** opened this year's wage negotiations for tanker drivers and depot personnel employed by oil companies with an offer of 12 per cent on basic rates.

The offer follows one of 10 per cent made to refinery workers at BP Grangemouth and 11 per cent to workers at the company's Kent terminal. Both of these offers, however, provide the prospect of renegotiations in six months time.

The Shell offer covers 2,500 workers, of whom 1,500 are drivers, at 46 terminals, 11 airports and two lubricant plants.

Although negotiators for the Transport and General Workers' Union told the com-

pany that the offer—lifting the drivers' basic pay of £92 to £103—was unacceptable, the meeting was said by both sides to be very amicable.

The company will be replying next month to observations made by the unions which is seeking rises above the retail price index.

When the wage claim was drawn up Mr. Jack Ashwell, the union's national commercial transport secretary, said that the tanker drivers were looking for increases that would help to restore basic pay differentials eroded by the size of settlements in the road haulage industry.

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## Chapple says labour law may survive

BY NICK GARNETT, LABOUR STAFF

THE NEW Employment Act bad a much better chance of survival than the 1971 Industrial Relations Act, Mr. Frank Chapple, general secretary of the Electrical and Plumbing Trades Union, said yesterday. The reasons were that union opposition was much less intense, and the morale of the Left and the leadership of the unions were much weaker now than in 1971.

Whether the Act survived was largely up to the Government, said Mr. Chapple. The question was whether Ministers were prepared to change their "neat" policies in order to avoid defeat at the next election.

The 1971 Act attempted to do too much all at once. One of its weaknesses was that it was designed to work without confrontation.

The new Act could become part of the industrial relations structure of a number of major spheres providing the Government accepted that some confrontation over it was inevitable. Mr. Chapple advised the Government not to try to drive the unions into the ground.

The union movement,

although "split and directionless" and "crippled" by unemployment, knew how to defend itself collectively when it considered itself under unacceptable attack. Mr. Chapple told a one-day conference in London on the Employment Act.

Mr. Chapple supports some of the provisions of the Act. But he told representatives of industry that many of the new law's provisions would be an irritant to good industrial relations and that, basically, it would be of little use.

The Act's provisions would more likely to be used by "twilight zones" of industry, and he sees as a bulldozer for industrial "spivs." It would be used by "cranks," he said.

It was really up to industrial employers who believed in the Act to slow their good intentions by using it properly.

Mr. Denys Randolph, vice-president of the Institute of Directors, said at another conference yesterday that the Act did not go far enough, and that any legal attempt to create a statutory "right to strike" would be bad for industrial relations.

## TUC warns Prior on pickets code

By John Lloyd,  
Labour Correspondent

THE TUC has told Mr. James Prior, the Employment Secretary, that the draft codes of picketing will cause widespread confusion and misunderstanding.

Mr. Prior, who met members of the TUC's Employment Policy and Organisation Committee yesterday, said after the meeting that the committee had made a number of points that we could take into account.

However, he did not specify what these points might be, and said that the Government was determined to press ahead with the codes.

Mr. Len Murray, the TUC general secretary, said that the committee had told Mr. Prior that it believed it was wasting its time in talking about the codes.

"We told him we would much rather be talking about ways of bringing the level of 2m unemployed down," he said.

Mr. Prior denied that he was under pressure within his own party to make the codes law, and said that they were much more flexible than legislation. There was a generally felt need to clarify the law and for a change in practice.

## Councils face pay claim by building workers

BY PAULINE CLARK, LABOUR STAFF

LOCAL AUTHORITIES, faced with strict spending curbs, are to be presented shortly with a claim for "substantial" pay rises from their 90,000 building and civil engineering workers—the first local authority group to start negotiations in the new wage round.

Union leaders will also be presenting a package of demands for longer holidays, an improvement in special conditions payments and a reduction in the working week.

Last year, the group accepted a 13 per cent increase in line with the cash limits settlement reached with local authority manual workers. Although the building group's settlement date is November 1, compared with January 1, 1981, for the manual workers, it is likely this year to await indications of the direction other local authorities' pay negotiations take this winter.

## Vickers to place 3,500 on short week at Barrow yard

BY JOHN LLOYD, LABOUR CORRESPONDENT

VICKERS SHIPBUILDERS, a subsidiary of British Shipbuilders, will put 3,500 of its hourly-paid workers at its Barrow yard on a three-day week from next Monday.

The move follows the failure of talks in London on Wednesday night between the company, British Shipbuilders and the shipbuilding committee of the Confederation of Shipbuilding and Engineering Unions.

The CSEU had tried to persuade Vickers to postpone its decision on short-time working for its hourly-paid workers. However, the company said that a strike by 1,300 boilermakers at the yard, now in its ninth week, had disrupted the work flow and showed no sign of nearing a settlement.

Vickers said yesterday that no talks with the boilermakers

had been arranged, and British Shipbuilders had backed its view that it was not breaching procedure by imposing a shorter week for its workers.

The boilermakers allege that Vickers made different levels of bonus payment to various groups of boilermakers at the Barrow yard, and had breached the British Shipbuilders national agreement. It wants the same level of payment for all.

However, other unions at Vickers, which include the General and Municipal Workers' Union, the Amalgamated Union of Engineering Workers and the Electrical and Plumbing Trades Union, are now seeing their members' work cut. They are putting some pressure on the boilermakers to end the dispute.

## Mersey peace move

BY PAULINE CLARK, LABOUR STAFF

MERSEY DOCKS and Harbour Company, which faced a loss of £2.5m in the first six months of this year, stepped in yesterday to avert a strike threat over 24 redundant shore-gang workers in the Port of Liverpool.

The company will today ask local union leaders to call off their plans for a Liverpool dockers strike next Tuesday and urge them to accept the company's offer to take on the men in jobs which will use their special skills.

The shore-gang workers have been made redundant by T and

J. Harrison, the Merseyside stevedoring company, which was at the centre of last week's threat of a national dock strike over redundant dockers.

Employers last week finally agreed to honour the dock labour scheme's provisions for reallocating redundant dockers to other employers but the ancillary workers do not come under the dockers' job protection agreement.

A mass meeting of Liverpool dockers last Monday voted overwhelmingly to support reallocation of redundant ancillary workers. Shore-gangs are in

## LABOUR

# Study of private funds for ordnance factories

BY WILLIAM HALL

THE GOVERNMENT has launched an urgent study into the future of the Royal Ordnance Factories (ROF). The possibility of introducing private capital into the organisation is being seriously considered.

A special study group has been formed under the chairmanship of Lord Strathcona, the Minister of State, Defence. It will consist of representatives of the Ministry of Defence, The Treasury, The Department of Industry, the Royal Ordnance Factories plus private enterprise.

The group is to deliver its report within the next two to three months.

ROF manufactures weapons and ammunition for armies both at home and abroad. It has been very successful. Over the

### ROYAL ORDNANCE FACTORIES

Sales	Surplus*	Staff
£m	£m	Staff
1975-6	149.1	13,9
1976-7	210.9	34.3
1977-8	263.2	38.6
1978-9	284.0	31.2
		23,235

\*after charging depreciation but before interest.

last three years, its sales have more than doubled to £284m and the surplus on operations after interest has risen from £36.7m.

ROF operates 13 factories around Britain, and employs over 20,000 people. It is one

of the biggest industrial establishments within central Government. It appears to be a likely candidate for furthering the Government's policy of introducing private capital into state-owned industries.

At present ROF operates as a trading fund. Its employees are classed as civil servants. It has a certain amount of independence from central Government, but it would like the freedom to act more commercially. It would like greater flexibility in its marketing arrangements, and the chance to enter into joint ventures with overseas companies.

Over half of ROF's production is exported, and with certain products, such as its 105mm light gun, it is the

acknowledged world leader.

Over the last six years, it has paid about £40m in dividends to the Government and re-invested about £100m in its business.

ROF suffered a setback in

1979 with the cancellation of an Iranian order for 1,200 tanks. In addition, a long strike at ROF Bishopston, the UK's largest producer of propellants for ammunition and rockets, has affected the group's performance. This will be reflected in the 1979-80 results, which are to be released at the end of November. ROF has been forced to cut its workforce by some 1,200 over the last 18 months. But it is confident that the downturn in its business is temporary.

In 1978-79, ROF had average funds employed of £150m. It made a surplus on funds employed of 20.8 per cent, and it earned an 11 per cent return on sales.

## Engineering industry orders down

By Hazel Duffy,  
Industrial Correspondent

OFFICIAL FIGURES published today confirm that there has been a steep decline in the order books of the electrical, mechanical and instrument engineering sector since the beginning of the year.

The figures, in "British Business" (the Department of Trade and Industry magazine), take the story only as far as June. The indications since then are that the order position for much of the sector has declined further. GKN, for instance, reporting its interim figures last week, could see no improvement in the second half of the year.

New orders from the home market have declined steadily since January. Export markets held up during the first few months of the year. But in the second quarter, new export orders fell by 11.5 per cent on a seasonally adjusted basis. New home orders fell by 3 per cent during the same period, bring

## Special State aid allocations attract £540m foreign investment projects

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

FOREIGN INVESTMENT projects worth more than £540m have been attracted to the UK as a result of special allocations of £55m State aid in the past four years.

This aid is available for projects anywhere in the UK, but 80 per cent of the investments have gone to the assisted areas where other regional grants are also payable.

These figures are contained in the annual report on the Industry Act, 1972, for 1978-80, published yesterday. The report shows that, as expected, the Government had saved £10m by the end of the financial year in March through its four-month moratorium on regional development grants, introduced last June.

The report reveals that the Government topped up its statutory limits for provision of general selective aid last

January by £250m. This took its statutory limit for section 8 of the Industry Act to £1.35bn, and was needed to meet commitments started by the last Government.

It is understood that £1.25bn of this has been allocated to specific forms of aid, of which £1bn has been committed to companies' investment plans. But only about £400m to £450m has as yet been spent.

Most of the foreign investment aid was paid out under the former Government's selective investment aid scheme. The present administration has closed this as a separate scheme, but is continuing to pay out similar forms of aid on strict criteria.

The purpose of the aid is to provide the Industry Department with extra funds, in addition to regional aid, to bid against other countries for what

are known as internationally mobile projects. It has attracted companies such as Hoffman La Roche, Dow Corning, Caterpillar, and Royal Dutch/Shell.

The scheme has been very successful in attracting inward investment projects to the UK, the report says. By the end of the 1978-80 financial year, 35 projects costing £535m had been allocated assistance.

I near cease assistance was negotiated as the minimum necessary to bring about the benefits to the economy arising from the projects. It has varied between 3 per cent and 21 per cent of project costs, averaging at 10.5 per cent.

Inward investment projects costing a total of £340m were also allocated £29m aid during the last financial year from the Act's section 7 regional aid provisions. The report says the 126 projects involved are expected to

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## THE PROPERTY MARKET BY ANDREW TAYLOR

### English Property set to take part in Hay's Wharf scheme

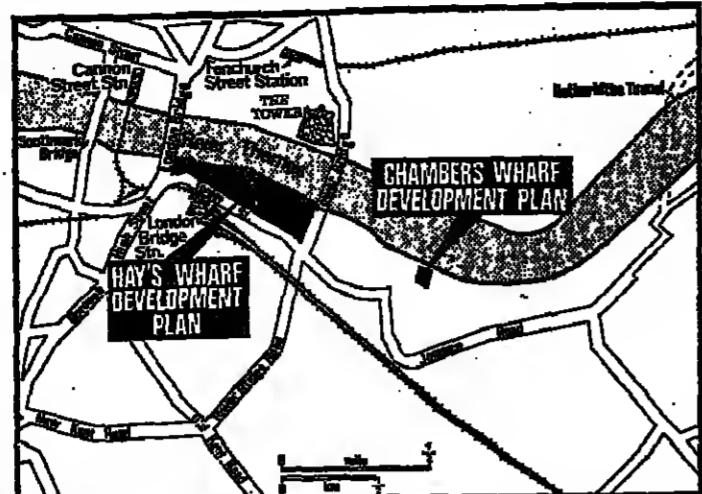
AGREEMENT HAS now been reached between St. Martins Property Corporation and English Property Corporation over EPC's involvement in the proposed 2m sq ft office scheme at Hay's Wharf which this week received outline planning permission from Southwark Council.

Agreement between the two companies was needed as EPC owns a strategic 2½ acres of land on the proposed 25-acre development site which fronts the River Thames between London Bridge and Tower Bridge.

St. Martins, following the take-over last month of The Proprietors of Hay's Wharf by the Kuwait Investment Office, now controls the bulk of the remainder of the site. St. Martins is a wholly-owned subsidiary of the Investment Office and presently manages a property investment portfolio for the Kuwaitis, thought to be in excess of £400m.

EPC is now understood to have agreed to turn its holdings over to St. Martins and in return will take over the ownership and responsibility for developing a 21-storey, cruciform office block—a central feature of the development plans—which will provide around 300,000 sq ft of net office accommodation.

The whole development will provide a total of 1.6m sq ft of net office accommodation in blocks—some of which will be interlinked—ranging in size from 60,000 sq ft net to



186,000 sq ft net, although the cruciform block to be built by EPC will be larger than this.

In addition the plan calls for 34,000 sq ft of light industrial space, 168,000 sq ft of retail space, 53,000 sq ft of storage facilities, plus the provision of 243 homes, three acres of parkland, leisure facilities of the council's choice and the construction of a riverside walk stretching the full length of the site.

At the same time outline planning permission has also been granted for St. Martins' proposals—another inheritance from Hay's Wharf—for just over 90,000 sq ft of mostly warehousing with some industrial space at Chambers Wharf.

The whole project—expected to be funded entirely by the Kuwaitis; EPC's contribution

apart—will take at least 10 years to complete and will cost substantially in excess of the £200m figure that has been mentioned in some quarters.

Apart from the loss of the land for housing—to be made over to a housing association—St. Martins estimate that the provision of planning gains such as the construction of a riverside walk could cost the company a minimum of £3m at current prices.

How quickly work gets underway—market conditions and a possible public inquiry notwithstanding—remains to be seen. But Mr. Brian Cann, St. Martins' chief executive, says that piece-meal development would not be desirable: if the development is to "create the desired impact as a major office location on the City fringes."

While the standard of property company accounting has improved and become more conservative since the 1974/75 market collapse, many leading

### New look at accounts

THE ACCOUNTANCY profession is poised to take a further look at some of the more controversial aspects of property company accounts. This follows the publication of a new exposure draft on the thorny issue of depreciation charges for investment properties.

Under new rules proposed in the exposure draft the Accounting Standards Committee is recommending that investment properties should "not be subject to periodic charges for depreciation" but instead "should be revalued annually at open market values and the valuation incorporated in the balance sheet."

The recommendations—proposed as an addition to the existing SSAP 12 accounting standard on depreciation—mark a significant victory for property companies which have argued that depreciation charges on their investments are unfair, meaningless and would have a material impact on company

accountants remain concerned that some items which they believe should appear as outgoings in revenue accounts are still being "hidden away" in capital accounts as part of development costs.

Meanwhile the British Property Federation has expressed its satisfaction with this week's exposure draft—hardly surprising as the proposals mirror many of the Federation's own recommendations to the Accounting Standards Committee.

One surprising omission from the exposure draft was the absence of any proposal that there should be regular external valuations of investment portfolios. The BPF had conceded

#### More Property News, Page 13

in its recommendations that independent valuations should take place at least once every three years.

The failure to recognise the need for independent valuations is a major drawback of proposals which stress the importance of annual revaluations—"to be displayed prominently in accounts"—but which make no recommendation as to who should carry out this task.

The Accounting Standards Committee will also be turning its attention to other procedures like the charging to development costs of operating expenses arising from buildings which have not been fully let.

While the standard of property company accounting has improved and become more conservative since the 1974/75 market collapse, many leading

estates have incorporated freehold and leasehold "valued at the lower of cost or estimated realisable value." Other companies have been criticised for incorporating "directors' estimates which bear little relation to actual market conditions.

Hammerson Property and Investment Trust because of its very size and influence has perhaps been one of the most criticised. Its valuations have historically been based on directors' estimates: "At the time when it is considered that the particular property has reached a stage of full development, i.e. completion of construction/leasing and/or, finalisation of equity participation."

In the light of some of these situations, and others, it will be interesting to see if there will be any attempt to modify the exposure draft.

### Lend Lease seeks UK backing for U.S. venture

MR. Gerhard Dusseldorf, chairman of Lend Lease Corporation, Australia's largest property company, was back in London this week to launch a fresh initiative to persuade UK investors to support his plans for a new U.S. real estate investment trust.

The vehicle earmarked for the new investment trust is International Income Property, established by Lend Lease in 1977 and in which the Australian company presently holds a 65 per cent stake.

The U.S. concern presently holds properties worth around US\$26m—including interests in two major shopping developments—in one of which at Park City, Pennsylvania, the Post Office pension fund has a 50 per cent direct interest. Mr. Dusseldorf estimates that distribution from earnings this year could be around 7 per cent net with IIP shares currently trading at around US\$10.40 on the over-the-counter market in New York.

The company's dilemma is that under U.S. regulations IIP cannot qualify for the special tax status granted investment trusts in that country if affiliated companies hold more than 35 per cent of the stock.

The company's first attempt to lobby British support for the venture failed last year when an offer for sale in the UK of around US\$5m of IIP stock failed and left Lend Lease which had undertaken the offer with a further US\$4.4m of stock, it did not need.

Now the company has decided that if it cannot sell stock in IIP, it will give it away. The company is proposing to distribute a free issue of the U.S. shares as a "bonus dividend" to its UK, Australian and U.S. shareholders.

If the distribution is approved at next month's Lend Lease annual meeting it will leave about 30 per cent of IIP shares in British hands with ICI holding the rest.

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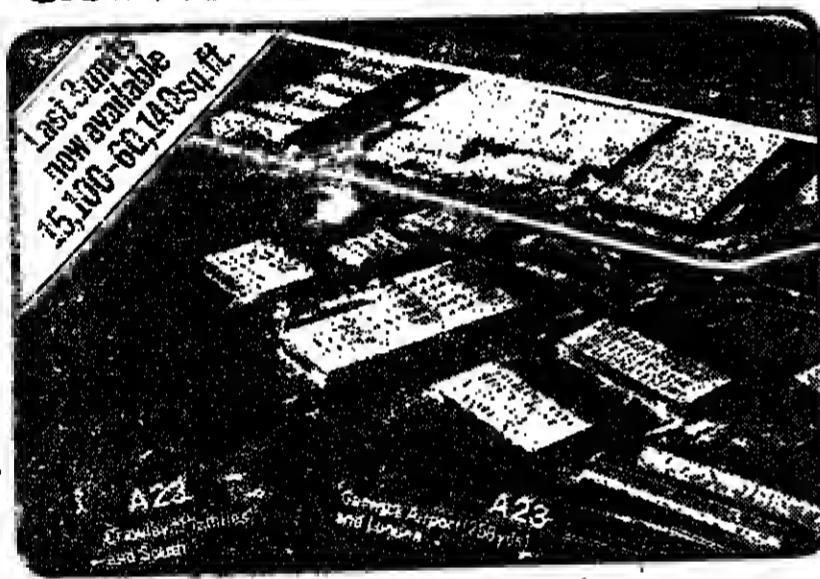
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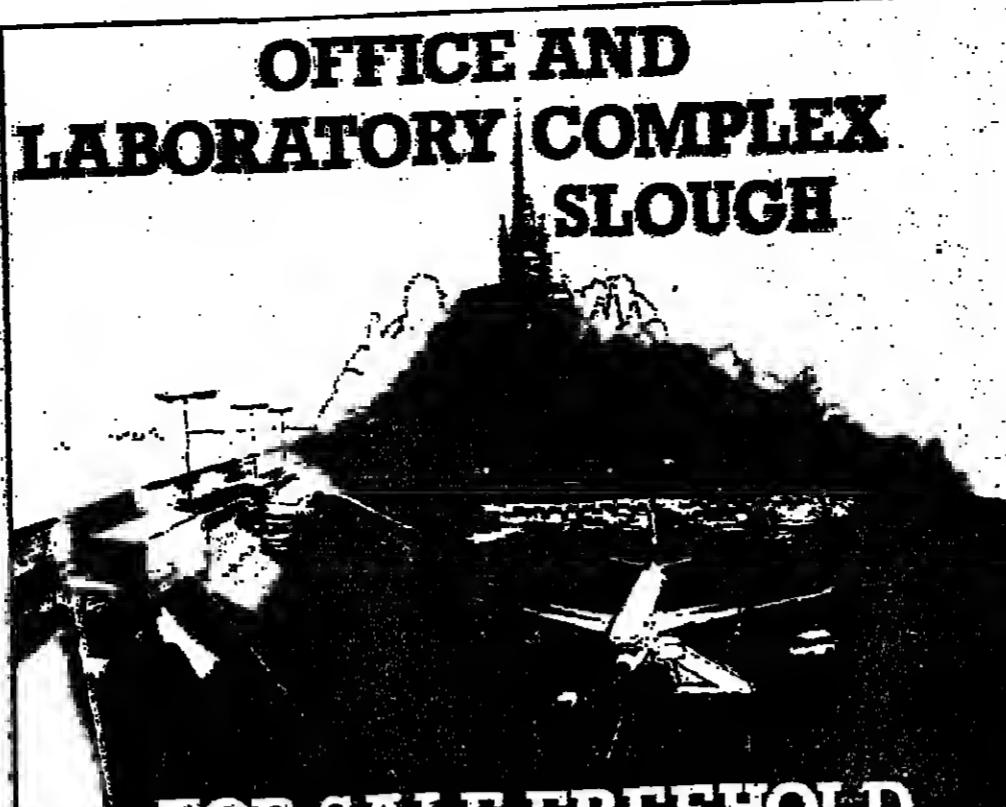
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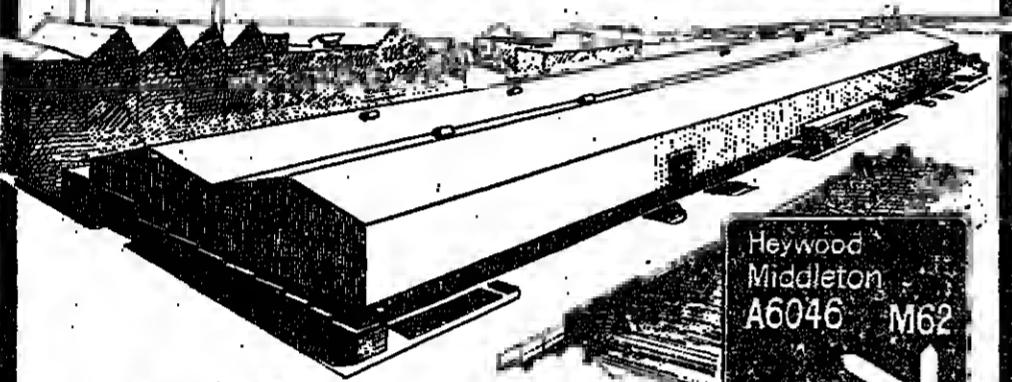
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## MANAGEMENT

EDITED BY CHRISTOPHER LORENZ

WHAT do the following have in common?

- 1-A diplomat.
- 2-A "renaissance man."
- 3-A decision-maker.
- 4-A negotiator.
- 5-A persuader.
- 6-A consensus-builder.
- 7-A co-ordinator.
- 8-A strategic planner.

It may seem far-fetched, but they are all supposedly one and the same person: the Manager of the Future.

The painters of this idealistic (unrealistic?) Identikit picture are a team of 40 leading businessmen and academics, half from the United States and half from Europe. On the continental side, they include the President of Unilever, the Chairman of Union Bank of Switzerland and the Dean of INSEAD, the fashionable Fontainebleau business school. From the U.S. come the likes of the President of Goodyear, the Dean of Columbia University's business school and the head of the American Management Association.

Their purpose is in throwing down the gauntlet to anyone foolhardy enough to want to be a manager in five, 15 or 30 years' time is to help him—and the business schools which plan to train him—meet the even greater challenge presented by the ever-accelerating pace of change in the business world and society in general.

Their efforts formed part of a three-year international investigation into "management and management education in a world of changing expectations," under the joint auspices of the European Foundation for Management Development (EFMD),<sup>\*</sup> and the even more clumsily titled American Assembly of Associate Schools of Business (AACSB),<sup>\*\*</sup> which exercises supervisory authority over the curricula of U.S. business schools. In all, the project brought together 1,000 business

# The manager as a paragon of all virtues

BY CHRISTOPHER LORENZ

practitioners and thinkers from all over the world. It was concluded three months ago.

The results of the whole exercise were reviewed earlier this month at a select meeting of executives and academics under the title of "the Group of Talloires."

Taking its name from a village on the shore of Lake Annecy, in the French Alps, the group met in the cloistered calm of a former monastery. But the recurrent theme of the meeting was one of stress and strain, aptly encapsulated by one of the participants as: "Change, change, faster, and still faster again." While the American participants faced this prospect with near-exanxiety, the Europeans were decidedly unsettled by it.

## Terrorism

The "changing expectations" identified by the three-year transatlantic project are daunting indeed, both for society in general and business managers in particular. Just about the only thing not covered under the various headings was the prospect of a Third World War. Included were:

- Changing expectations about the availability of natural resources;
- The "changing international order" (North-South relations, low growth, rising unemployment, etc.);
- Changing social and economic values;
- Changing relationships between government, companies and trades unions;
- Changing expectations of

"minority groups" (including women);

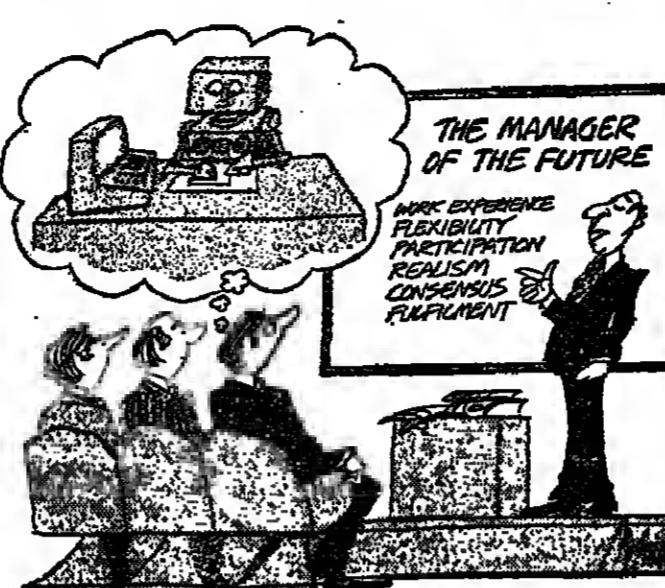
- The changing impact of science and technology;
- The growing threat of terrorism and major disasters.

How should management respond to this daunting list of growing uncertainties and changing expectations? And what tasks will the manager of tomorrow have to perform?

Dr. Robert Wade, director of international and governmental affairs for the AACSB, began by quoting a chief executive on the joint project who had bluntly answered with the single word "everything."

To start with the project team concluded that the manager would have to perform far more parallel roles than before. Whereas 10 years ago chief executives were mainly concerned with internal problems, spending perhaps 10-15 per cent of their time on external activities, today some were spending 50-75 per cent of their time on external activities, including public policy and international questions. This was only one measure of the way that political, economic and social forces—coupled with a climate of participation within the corporation—were all profoundly affecting the nature and scope of the manager's job.

One of the project's participants put it this way. The manager has traditionally been thought of as sitting at the centre of a circle, directing all the various activities of the organisation from within it; today he sits on the periphery, on its edge, dealing with the outside world while trying to



keep an eye on what goes on inside the circle.

"For one thing, government control and regulation have been growing constantly," Dr. Wade reported. Not even the resurgence of conservatism in Britain, the U.S. and elsewhere was thought likely to turn the tide.

"In addition to dealing with governments, chief executive officers are spending more and more time dealing with unions, financial institutions, consumer advocates, and a sceptical public. Their success or failure in dealing with these groups may well affect and determine the overall success or failure of their companies."

The project's participants also thought that the manager of the future will have far less

freedom of action than in the past. Dr. Wade continued. Since the organisation of the future would not be pyramidal or hierarchical, as in the past, the common view of the manager as exposed to two sets of pressures—one from above for economic performance and the other from below, resulting from the demands of the employees—would no longer hold.

Rather, the manager of the future would be subject to pressures, demands, and communications coming in from all sides, and at all levels.

The notion of the traditional power figure was also being replaced by the notion of a leader working by consensus through a team. "In other words, the power wielder will become the power broker."

Another conclusion of the project was that managerial commitment and morale would have to be aggressively fostered in the years ahead. Several special circumstances related to the problem of morale were identified:

A growing alienation of managers at the middle levels, especially in Europe; concern that managers may be losing zest and enthusiasm for their work; and the growing attraction of non-profit and public institutions for managers, especially the younger ones.

To this long list of would-be attributes, put together by the transatlantic team, the Talloires group added several further points to which the manager of the future would have to respond. They include:

1-The changing career pattern of existing managers, including their increasing tendency to refuse promotion which involved moving house.

2-The increasing impact of women on the structure and pattern of the company's workforce.

3-The likelihood that managers would have to adapt to the increasing pace of social and technological change by switching careers—not just jobs—as many as four times in their working lives.

4-The importance of manpower planning, to cope with the mass of new pressures.

Of the many social challenges

outlined by the transatlantic project, the Talloires meeting became particularly engrossed in that of the rapid change in social and economic values, which they felt was insufficiently recognised by most managers. Though not all in such high-flown terms, most of the participants echoed Dr. Wade's view that "these changes have significant implications for the puritan work ethic, the growth ethic and the profit ethic." They also have crucial implications for the organisation of business enterprises, with decentralisation of power only one of the possible consequences.

Dr. Wade emphasised in particular the following trends: a growing concern with work as a source of creative fulfilment, not just a source of income; a growing demand for flexibility in personal life and at work; and increasing pressure for participation in corporate and social decision-making.

As for the prospect of changing North-South relations, and a slump in trade between industrialised countries suffering from low growth and high unemployment, most of the Talloires participants felt "disorder was more appropriate than the official term," new international order.

They were equally fixated by the question of changing expectations about the availability of natural resources.

## Euphemistic

The fourth issue dealt with by the transatlantic team covered relationships between the various institutions in society: government, business companies and the trade unions. While governments would feel under pressure to involve themselves more in industry, the project suggested, there was considerable—and probably growing—public disengagement with government intervention and regulation. Equally, the public was disenchanted with both big business and the trade unions.

Issue five dealt with what the Americans call "minority groups"—which is what the Europeans, with their distaste for euphemistic jargon, prefer to call women, young people, blacks, pensioners, etc. Dr. Wade told the Talloires meeting that the project members were convinced the expectations and demands of all these groups would continue to grow, and that

society would feel an increasing obligation to them.

Sixth—refreshingly low after the incessant microprocessor mania of the last few years—came the impact of science and technology on production and employment.

Seventh came the need to devise new arrangements to protect companies and society against nuclear and other accidents and terrorist threats. And last was the need for a global, interdisciplinary approach which allowed managers to see the interaction of the other issues.

Not content to leave the Talloires group reeling from this onslaught of challenges, Dr. Wade went on to summarise the team's recommendations for changes in management education. They included:

- To be ready to handle change, both in society at large and in the managerial world, students must be educated as specialists and generalists, not one or the other, but both;
- More emphasis must be placed on "non-cognitive" (behavioural) skills and training (for example, "interpersonal skills," communications, negotiations, etc.);
- The business environment/public policy dimension and the international dimension of the business school curriculum must be given additional emphasis;
- Work experience and life-long education need to be seen more as an integrated whole.

Readers of these unsettling inventories may not take long to ask the obvious question: if society and organisations are changing as fast as Dr. Wade suggests, how can he tell that his conception of the manager of the future will be correct when, as they say (to coin a common cliché) "the Future is Now"?

Dr. Wade went some way towards tendering a reply by the transatlantic team's warning that the future will come whether it is planned or not, and that projecting and planning "are the best way we have . . . yet devised to cope with the problems of change."

This did not mean that it was still possible to try and predict with certainty what will happen in order to adapt to it ahead of time, he emphasised. But it did mean trying to understand a range of future possibilities, in order both to influence them and to develop the flexibility needed to meet them. Forecasting is dead, in other words, but Long Live Forecasting.

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## Promoting financial prudence

THEY IS a small, but growing body of opinion that "financial men" are gaining too strong a grip on many big company managements, and that they are stifling entrepreneurial flair and technical innovation.

For the medium- and smaller-sized company, however, it is quite possibly finance that is one of the weaker management skills, after technical and marketing ability. Should such companies worry overmuch about this or rely on an ability to improvise in overcoming adverse trends?

According to a new publication, *Profit and cash flow forecasting*, from Industrial and Commercial Finance Corporation

tion, in the current economic climate, businesses do not attempt to forecast both profits and cash requirements, they are putting their survival in jeopardy.

As a financing institution ICFC has had understandable preoccupation with money controls. But the book does not attempt to moralise in the sense of insisting, for example, on specific debt/equity ratios. Rather, it promotes the concept of financial prudence and provides the tools for a company

to interpret that as it will. The book is in part a straightforward working manual, with a series of schedules that a company can use to produce breakdowns on sales, cost of sales, overheads, productive capacity and a variety of other factors in drawing up forecasts of profit, cash flow and balance sheets.

The point is stressed time and again that a forecast is not just a means of preparing a picture, but that it should be used as a basis for action particularly if something should

bappen to upset the forecast trading pattern. Indeed the author, Jeremy Prescott at ICFC's Manchester office, suggests that it is a good idea to prepare contingency plans in advance for, say, a shortfall in sales or a capital overspend.

Many of the suggestions made for drawing up check lists—such as the need to look at the trend of sales, and try to assess the effects of competition when establishing a sales forecast—seem on reflection, rather obvious. But it is surprising

how many small businessmen in particular let such things ride when they are grappling with day to day pressures.

While the author refrains from moralising, he does reiterate one particular point several times. Any business needs to produce a history of good forecasting will increase the confidence of its financial backers. In other words, ICFC is giving fair warning of what it looks for if someone knocks on its door for cash.

*Profit and cash flow forecasting*, by Jeremy Prescott. Available free from ICFC, 91 Waterloo Road, London SE1.

Nicholas Leslie

computer usage charge and the telephone line charge. Service 800 said this week that for messages of over half an A4 page in length, and prepared using cassette or diskette, the costs would be much lower than conventional telex.

The Post Office believes, however, that while there is a place for the service, costs mean it will not harm the telex market. Service 800 is on 01-486 1646.

● COMMUNICATIONS

## More steps towards electronic mail

ONE OF the more imaginative steps towards "electronic mail," communications based on computer networks, was recently unveiled in Paris.

Group 800, a Swiss-based company which has already introduced the toll-free telephone service to Europe, announced at Seicoh, the French office equipment exhibition, that it agreed with Radio-Suisse and the Computer Corporation of America to market a form of electronic mail on an international basis.

Named "Data Mail," the service makes use of the computer's memory as an electronic mailbox, with telephone lines as the means of delivery.

The system is based on the Comet electronic mailbox developed and operated in the U.S. by the Computer Corporation of America. "Data Mail" combines the software developed on the Comet system with the central computers of Radio Suisse.

The system enables subscribers to receive, prepare, edit, send, file and retrieve messages anywhere they have access to a telephone.

## ● AUTOMATION Controls the machine sequence

A PROGRAMMABLE controller just announced by Cincinnati Milacron—the MaxiMicro—is intended for the dedicated control of machines or mechanisms which would normally employ relay logic and timers.

Programming can be carried out by anyone conversant with ladder diagram notation, and is performed on a separate programming / diagnostic unit which plugs into the controller.

Typical applications will be in the sequential control of plastics moulding and pressure die casting machines, machine installations such as transfer lines and in any other process where a logical sequence of operations is involved.

Programmed data is held in non volatile electrically alterable read only memory (EAROM) and in operation the unit sequentially scans the program and provides signals in accordance with the internal logic decisions and the present state of the input signals and timers.

Unlike relays and timers, the controller can be quite easily re-programmed for a complete change of function and the program can be changed to accommodate any process variation that has to be incorporated.

Thus, the control system does not form an integral part of the machine with which it is associated and can be switched to other machines in other applications.

It can provide a virtually unlimited number of usable contacts per relay and a large number of contacts in series can also be deployed. Timings can range from 0.05 to 100 seconds.

Basic memory is 1000 16-bit words and this can be expanded in increments of 1000 to a maximum of 4000 words.

Up to 20 input/output modules are supplied as standard, each accepting up to 16 input signals and eight outputs. More are possible. Acceptable signal levels are 12 to 24 V DC or 90 to 130 V AC.

## ● MEDICAL ENGINEERING First aid for heart victims

FIRST AIDERS today tackle victims of heart attacks armed only with their training and skills in heart massage and artificial respiration.

Now a new device from the U.S. which has already excited

some interest from heart specialists in this country, promises to take at least some of the danger out of the first few seconds of the attack.

Called "Heart Aid," the device is basically an automatic and portable resuscitator—designed to be used by trained first aiders. It makes decisions automatically that would normally be taken by heart specialists in an intensive care unit.

Heart attacks can result in two conditions: total collapse of the heart requiring drastic measures if the victim is to be saved, or fibrillation, when the heart loses its rhythm totally and undergoes uncontrolled spasmodic contractions—possibly running at more than 200 a minute.

Cardiopulmonary resuscitation—heart massage and artificial respiration, something all first aiders are taught, keeps the blood flowing but only a substantial electrical shock can stop the heart fibrillating—and the quicker that can be accomplished, the better the victim's chances of recovery.

"Heart Aid" is an electric shock machine coupled to sensitive sensors to monitor the victim's condition. One electrode with a sensor which can detect breathing and heart rate is applied to the back of the victim's throat; the other electrode is applied to abdomen.

If the heart sensor fails to detect breathing and the heart is fibrillating, the device gives the first aider a seven second warning before delivering an electric shock.

If breathing is absent and the heart rate (the ventricular rate) is less than 25 a minute, the machine applies a pacing rhythm of shocks to stabilise the heart.

If the victim is breathing, the circuits are so arranged that shocks cannot be delivered, and the machine monitors the victim's condition.

The device costs £3,450 from the UK distributor, British Emerson Medical Electronics of London (01-580 3667), but the price includes maintenance and training in the use of the machine for eight people.

Some 230 machines have already been sold in the U.S. and the first response from authorities in the UK has been cautious but good.

## ● SEMICONDUCTORS Lightening the software burden

IF COMPANIES are to take advantage of electronics in the future, semiconductor manufacturers will have to design more of the software into the silicon chips. This is the opinion of Dr. Robert Noyce, vice-chairman of Intel and one of the pioneers in semiconductor technology.

Speaking at a seminar in London, Dr. Noyce said that while the cost of making silicon chips was continuing to fall, programming these complex circuits were becoming more expensive. Also, the general shortage of programmers in industry coupled with the length

of time it takes to produce software meant that the application of electronics could grow no faster than the number of programmers a



## THE ARTS

## Cinema

## A deadly Don Giovanni

by GEOFF BROWN

**Don Giovanni (A)**  
Academy Cinema  
**Electric Shadows: 45 Years of Chinese Cinema**  
National Film Theatre  
**Dressed to Kill (X)**  
Odeon Leicester Square  
**Simon (A)** Warner West End

Joseph Losey's film of *Don Giovanni* could certainly never be confused with any theatrical production. While latecomers to opera houses are still drifting in and removing their coats to the sound of the overture, we at the cinema are watching a demonstration of glassblowing in a Venetian factory. Once Act One begins we have real, live, beautiful buildings by Andrea Palladio instead of cleverly painted sets, and boats slowly progressing along canals instead of characters spotlit in a vacuum. And we can see them all without binoculars. Opera audiences hear the music of

Mozart's masterpieces as it happens, with the sounds of occasional sniffed notes, coughs and dropped handbags. We hear it post-synchronised to the cast's lip movement, with the sounds of footsteps, horse's hoofs, grasshoppers, farmyard hens, torrents of rain and splashing tarts. We share this experience in a compact building that resembles an opera house as much as a brown paper bag resembles a box of chocolates. Seat prices are somewhat lower.

Both Losey and the film's instigator, the composer and opera administrator Rolf Liebermann, wanted to make *Don Giovanni* not so much a filmed opera as a film derived from an opera, party in the hope of democratising the art form. Noble intentions, perhaps, but making a film destined for art-house exhibition is hardly the best way to broaden an audience. And despite all their combined intelligence, their

careful attention to both visual and musical matters, the result — as in so many previous attempts — comes perilously close to achieving the worst of both worlds.

The film lasts three hours (an interval is fortunately provided), and there is certainly time enough in that span to accustom oneself to a small number of irritants. Subtitles, for instance (it is surely gilding the lily to read "I'm fainting") while Edda Moser's *Donna Anna* is not only singing about her condition in full-throated Italian but also crumpling to the ground before our very eyes!].

Depending on the audience's standards of musical appreciation, it may also be possible to swallow the variations in sound quality, the poor standards of post-synchronisation and the fluctuating barrage of sound effects. But even three hours is insufficient to accommodate oneself in the rigidity and ardor of the entire exercise, or the posturing of most of the performers who, like so many stage artists previously yanked onto the silver screen, still emotive on a scale to shake the chandeliers in the opera house roof. There are two exceptions: the grimaces of Ruggero Raimondi's *Don Giovanni*, which are entirely suited to this furiously diabolical character, who set new standards for prodigies in the eighteenth-century. But the film's real saving grace is undoubtedly Kiri Te Kanawa, a singer of radiant tone and striking beauty, who plays Donna Elvira, Giovanni's poor wife; she alone makes the complete transition from opera to film, combining intensity of emotion with subtlety of expression. And she alone brings a spark of human life to a chilling film, too fastidiously bedecked with elegantly roving camerawork, frozen tableaux and the traditional busting extras. \*

Opera also plays a key part in Two Sore Sisters, shown to the press to herald the arrival next Thursday of the National Film Theatre's ambitious selection of Chinese films, enticingly entitled "Electric Shadows" (the film itself can be seen towards the end of the season, on October 26th and November 2nd). The two performers sing and act with a theatre troupe through periods of great economic hardship in the thirties: in the forties, one of them suc-

cessfully finds work in America.

*Dressed to Kill*, starring Michael Caine, Nancy Allen and Angie Dickinson (returning to the screen after a long absence from TV's *Police Woman*), is written and directed by Brian

Old Vic

## The Merchant of Venice

At last there are signs that the Old Vic is pulling itself together. Hang on, that sounds a little ungenerous. Michael Macbeth's production of this intransigently unpalatable play is not merely respectable. It is beautifully designed, by Adrian Vaux, and very well acted, even allowing for a Gratiano who grabs too fiercely at his verse and a Portia (Maureen O'Brien) who squeaks a good deal before finding her correct vocal level in the trial scene. Venice has been visited by the Restoration. Antonio's mob are a collection of gallants in tricornes and pastel-coloured frock coats. The handsome facades are barricaded with scaffolding which allows Lorenzo to clamber up to Jessica's window before declaring to his friends that, despite being Jewish, she is really one of them after all. In the background there are discreet mural quotations from Canaletto and Botticelli as soft visual aids to the intertwining themes of commerce and romantic love.

Miss Laine's fans will have little to complain of, for she sings almost the whole evening. But I think Mr. Dankworth owes it to us to reveal the source he has used in his depiction of society life in Paris. What was that young Ravin doing en cette galère? Was the young Gertrude Stein looking for a flat to enable her to move there nine years later? As for the 72-year-old César Franck, whom we thought had been dead for four years, he must have found them all a pretty odd lot. Wendy Toye, the director, might have introduced some local colour by giving him a love-scene with Augusta Holmes.

South Bank

## ECO/Danby by PAUL DRIVER

The most hectic of encounters would scarcely do justice to the dazzling, moving performance of Mozart's D major Violin Concerto given on Wednesday by the 17-year-old German Anne-Sophie Mutter. Not since Yehudi Menuhin's young days can there have been precocity like this — absolute mastery of technique matched by finished artistry and luminous musical understanding. Miss Mutter is an already celebrated protégé of Herbert von Karajan and has made three recordings with him. She shares his inclination for an immaculately woven, rich spread of sound; has his infallible rhythmic sense (and an infallible sense of intonation); and commands a similar platform presence: one of cool, certain aplomb, putting her utterly in control of herself, the music and — most frightening and Karajan-like — of the audience too. (She cut short the third ovation with a decisive gesture.)

Yet for all her impressive statuesque pose, Grecian profile, teutonic charisma, she retains girlishness and warmth. (Often she would wipe her hands on her dress with childlike unconcernedness.) Her playing is as natural as breathing; her movements are beautiful to watch; the sense that her whole self is con-

summated in her technique and expression was affecting. Her range is wide — there are no weak links in her playing at all. Though she favours a burnished, gorgeous tone, it has always a ringing clarity. She can draw a magnificent silvery tone too, or the most evanescent but sustained whisper (as unforgettable at the end of the slow movement). And how effortlessly she projects her sound, filling the auditorium.

I found her sensuous, romantic approach to the Mozart concerto highly appropriate. It is bigger, more bodied music than is always conceded. Interpretive nuances were in bewildering profusion: Miss Mutter's real distinction — which raises her above any mere wonderkind — is in the quickness of her musical intelligence: she is invariably ahead of you with an apt subtlety; an impassioned portamento at the B minor beginning of the first movement's development made starting structural sense; not only was the first cadenza (like the two succeeding) impeccable of double-stops and duration, but Miss Mutter knew just how significant were its echoes of the concerto's martial opening, here only recurring.

The members of the English Chamber Orchestra provided ideal accompaniment. They had given Dvorak's Czech Suite op 39

to Palma — himself accomplished at making his own films dressed to kill with insistent music incredibly elongated climaxes and shoals of red berries. This new opus reunites him with producer George Litto from his first large-scale success, the heavily Hitchcockian *Obsession* made four years ago, which finally pulled him out of the ranks of Hollywood's promising young oddballs. Once in the mainstream he has sadly seemed much less promising: take away the surface dressing from *Dressed to Kill* and you are left with an appallingly inchoate script, silly characterisations and a great deal of meandering camerawork. Most of this meandering accompanied the frenzied thoughts and actions of two remarks — Alice Dickinson's bourgeoisie (burdened with erotic fantasies) and Nancy Allen's callgirl — harassed by a blonde killer equipped with dark glasses and a razor stolen from the office of Michael Caine's psychiatrist. If this sounds like the stuff good nights are made of, then do please, go along: viewed under congenital conditions *Dressed to Kill* will certainly churn up a audience's insides. The problem is that it accomplishes the task with so little imagination or finesse, so little regard to the audience's intelligence. \*

Lastly, there is *Simon*, a film comedy that starts brightly only to backfire, though in the present desolate climate even comedy that backfires has some merit. The writer/director is Marshall Brickman. Woody Allen's co-writer on his beguiling futuristic romp *Sleeper* seven years ago, and the present film carries more than a few echoes — playing around in the strengths of a single film: one can only hope that the initiative and enterprise of the NFT and the season's organisers Tony Rayns and Scott Meek will be matched by the initiative of audiences in delving into such uncharted territory. (A short selection of films from the season also begins on BBC television this Saturday).

Dressed to Kill, starring Michael Caine, Nancy Allen and Angie Dickinson (returning to the screen after a long absence from TV's *Police Woman*), is written and directed by Brian



Della Jones, Alan Opie, Anthony Rolfe Johnson and Felicity Lott

Leonard Bird

## Coliseum

## Così fan tutte by RONALD CRICHTON

English National Opera's first *Così fan tutte* for many years opened at the Coliseum on Wednesday with Sir Charles Mackerras as conductor, John Cox as producer and Roger Butlin as designer. In spite of the small numbers involved *Così*, given adequate musical performance, is a tough piece able to hold its own in a large theatre quite as securely as the *Flute* or *Figaro* or *Don Giovanni*. In a house the size of this one, however, the miniature, sham-rocco treatment is inappropriate. Mr. Cox, no doubt for other reasons as well, has treated the opera seriously and thoroughly in big sets with wide vistas. Mackerras has ensured a generous musical text with all three tenor arias and more of the recitative than we always hear.

The English version used is the old one by the Rev. Marmaduke Browne with which many of us, in the theatre and in the pages of the Novello Edition, grew up. Browne made his version for Stanford's 1890 performance with RCM students which sowed the seed of *Così's* renewed popularity after years of 19th century neglect. Not even the nineties could face the moral implications of *Così*, and Browne's ingenious rhymes are partly spoiled for us by tactful prudishness about what da Ponte actually allowed his characters to feel and say. Mr. Cox has toned him up. The grafting process is smooth so the

whole, but I wonder why Despina's "Rout them with coquetry whim and caprice" bad to become "Flout them and kill them whenever you can".

The sisters are not silly girls but impulsive, inexperienced young women. Felicity Lott (Fiordiligi) and Della Jones (Dorabella) both suggest that Ferrando and Guglielmo will have their hands full later on. Miss Lott's Fiordiligi is now a beautifully rounded performance lacking only a touch more of exaggeration in "Come scoglio" (the second and greater aria was admirable) but already most sensitively balancing high comedy against the sudden attack of unexpectedly deep sentiment. Miss Jones's firm, full, clear attack does not suit the psecco-bystanders of "Smarie implacibili" but otherwise gives sterling value. Her treatment of the dialogue should open the ears of any opera goers still unconvinced that secco recitation in English is an effective dramatic medium.

In the orchestra pit Mackerras and his players were in great fettle. Speeds were lively but only worryingly so in the first act finale. Details, from the wind especially, were unusually clear. Except at one or two moments when a character moved upstairs ensembles went with a fizz and were vocally soundly integrated. The decorations, which apparently upset some visitors to Aix this year seemed appropriate, and were fluently sung. With some attention to the first act — lighting especially — this should make a durable enough framework.

The settings, in a style Mr. Butlin has used before, not very comfortably architectural elements with (very well) palmed backcloths reproductions of paintings or prints. The action has been updated some years and Jane Austen is quoted in the programme. This means more cheesecake-cream and when not, chain-store pastel shades for the sisters' costumes.

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## A FINANCIAL TIMES SURVEY

## BRACKNELL

NOVEMBER 13 1980

The Financial Times proposes to publish a Survey on Bracknell in its edition of November 13. The provisional editorial synopsis is set out below:

**INTRODUCTION** Bracknell is a new town success story. Set in appealing Berkshire countryside less than 30 miles west of London, it has no difficulty drawing in an enviable mix of clean, mostly high technology industry. Several major companies have chosen it for national administrative headquarters. Unemployment, even with the gathering recession, is low and the quality of life high. In 1982 the Development Corporation will wind up and hand over its work to the New Towns Commission. An overall view of this town of 50,000 people and the legacy the Corporation will leave.

Editorial coverage will also include:

**INDUSTRY** The home of many top electronic companies, the reasons why they and the BMW (GB) headquarters have been drawn there.

**COMMUNICATIONS** Good facilities are improving with the major new railway road to the west and the opening of the M25 London orbital motorway to the east.

**EXPANSION** Earlier this year, the Department of the Environment announced that central Berkshire must provide 8,000 homes additional to the 31,000 already planned.

## COMPANY PROFILE

## EXPERIMENTS IN LIVING

## RECREATION AND LEISURE

Copy date for advertisements is October 30.

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FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

The contacts, size and publication date of Surveys in the Financial Times are subject to change at the discretion of the Editor.

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Henry Ansbacher	16 %
A P Bank Ltd.	16 %
Arbuthnot Latham	16 %
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Banco de Bilbao	16 %
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# FINANCIAL TIMES

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Friday September 26 1980

## The CAP no longer fits

THE BATTLE over the European Community's budget for 1981, which is now under way in Brussels, is falling into a wholly predictable, and profoundly sterile pattern. The vicious circle can only be broken if the debate is focused on the root of the budgetary problem, and that is the cost of the common agricultural policy. If the member governments go on pretending that they can turn a blind eye to the crying need for a radical reform of the CAP, they will do the Community a grave disservice. In that sense, we agree with the verdict of the Commission that the ministers are being irresponsible, though not for the reasons given by the Commission.

### Existing rules

It is obvious that there is something wrong with a political system which devotes three-quarters of its financial resources to a relatively small (and declining) segment of the Community population. The Commission wanted to rectify this imbalance by putting in far larger increases in other forms of spending, like the social and regional funds, and thus reduce the share of farm spending to something like two-thirds of the total.

Unfortunately, this meant increasing the total size of the Community budget to the point where it would be bumping up against the ceiling of the maximum financial resources which could be made available under existing rules. Under the pretext of financial stringency, at a time when most member governments are trying to control national public spending, the ministers have made big cuts in the Commission's proposals for increased non-farm spending. But the farm policy remains untouched, because the mechanisms of the policy make it impossible to control, or even forecast, its costs.

As we have seen, the end result is that there is a large positive flow of funds to rich farmers in rich countries, which is a denial of any aim of narrowing regional and national inequalities. Chancellor Helmut Schmidt takes the wastefulness of the CAP as an excuse for adopting a sceptical view of any Community spending, but his position is not strengthened by making cuts only in those chapters of the budget which might conceivably not be

wasteful and counterproductive.

In reality, however, the argument of financial stringency is only a hypocritical cover for the most cynical log-rolling between Germany and France in a pre-electoral period. The French President wants to leave enough headroom in the budget to be able to finance farm price increases which will strengthen his hand in next spring's presidential election, and the German Chancellor wants to give him a leg up.

Yet everybody knows that the common agricultural policy must be reformed. One of the sections in the French Planning Commission's survey of the next 20 years is headlined: "The Common Agricultural Policy will be renegotiated." If the budgetary ceiling is not reached in 1981, it will be reached in 1982; are we to suppose that the member Governments will then start cutting out all Community spending except the CAP?

### Major interests

Naturally, the main beneficiaries of the CAP would like to postpone any consideration of reform for as long as possible, in the hope that then they could get away with minor tinkering at the margin. Such an outcome would be deeply unsatisfactory for the Community; in any case, it may well be impossible, since the prospective admission of Spain and Portugal to full membership in two or three years would, if the CAP remained unreformed, be bound to add substantially to the costs of the policy.

The British Government has a major interest in seeing the question of CAP reform come out into the open in the near future, since a radical reform is the only sure way of securing a permanent solution to the problem of the UK's excess contributions to the budget, as well as the only sure way of channelling Community expenditure into useful directions. At the same time, the UK has a unique asset in its energy resources which could be brought into play in parallel with negotiations on the CAP. Mrs. Thatcher was right not to discuss North Sea oil in return for a temporary budget bargain. But a radical reform of the CAP would be a much more valuable achievement, and one which would benefit the Community as a whole.

## How to control monopolies

THE TIME has come for the Government to reconsider its whole attitude to the nationalised industries' financing and pricing. The National Consumer Council was right to state yesterday that "the record of nationally-owned industry prices rises over the past 12 months verges on the disastrous." Since coming to power, the Government has alternately pretended either that it has no direct influence on nationalised industry pricing, or, even more bizarrely, that price increases in the public sector can somehow make a positive contribution to counter-inflation policy.

### Pay round

The continuing inflationary pressure still being generated by industrialists and workers responding to the 26.3 per cent average increase in nationalised industry prices during the year to mid-August is the penalty for the Government's self-deception. If the nationalised industries had kept their price rises down to the general level of retail inflation over the past year, consumers might now be facing an inflation rate of less than 15 per cent, rather than the 16.3 per cent which union leaders will, in fact, be bearing to the bargaining tables as the pay round opens. For industry, the effects of nationalised industry price increases have been even more serious. Unlike value added tax, these prices affect industrial costs directly, as well as through wage expectations. They have an immediate adverse impact on industrial competitiveness, which is matched by few other instruments of economic policy.

### Alternative

Only by combining price restrictions with strict financing limits can the Government hope to have a major impact on nationalised industries' pay bargaining. This would be tantamount to a pay policy for this part of the public sector and could well lead to the confrontations with powerful industrial groups which the Government has been studiously avoiding.

The alternative is to give the industries much greater financial freedom and workers prove capable of meeting reasonable medium-term targets for financial performance and efficiency.

## THE CRISIS IN EUROPEAN STEEL

# BSC: patient in intensive care

ALAN PIKE analyses the troubles of the British steel industry which mirror those elsewhere in Europe but are more serious

EUROPE'S steel industry is once again in a state of crisis. Most of the leading companies are making heavy losses and the British Steel Corporation, Europe's largest producer, is among the worst hit and it is going to need yet more public money to keep going.

But its problems are by no means unique. The recession has bitten deep in Britain, but its effects have also been felt elsewhere on the Continent. Over production, over manning, and over capacity are major causes for concern in many European countries. And in Brussels where the EEC has been struggling for some time to create order in the industry, there is now a clear feeling that crucial decisions will have to be taken this autumn.

The prospect that the three-year-old Davignon plan, under which the EEC has sought to maintain voluntary price and production stability, might collapse has raised again the spectre of an all against all price war which many European steelmakers believe would be nothing short of disastrous.

Next Tuesday Vlacoent Etienne Davignon, the EEC Industry Commissioner, will meet representatives of the 12 largest Community steel makers in a final effort to get agreement on further voluntary curbs. If this fails it is a real possibility that mandatory controls will have to be imposed under the European Coal and Steel Community rules. (This aspect

The strong pound, the level

of inflation and heavy increases in fuel costs have all caused

the corporation severe problems as it has struggled for orders in a desperately weak market. In addition leaders of both sides of the British steel industry accuse Continental manufacturers (who found the U.S. market all but closed to them during the anti-dumping suits issue) of diverting surplus

steel to Britain.

The entry of such steel has been fuelled by the contacts which British suppliers and stockholders made with Continental suppliers during last winter's national steel strike. In the immediate aftermath of the strike the level of import penetration was appalling for BSC. Imports in April reached a value of £205m—compared with a monthly average of £101m during 1978—and the level dropped only to £193m in May. While there has been a decline every month since then—by August the figure had dropped to £112m—other evidence suggests the British industry cannot merely regard increased imports as simply a

temporary aberration. A survey conducted this month by Industrial News suggested that 40 per cent of manufacturers and stockholders who responded to the inquiry were changing their steel suppliers—with 73 per cent of these companies intending to go overseas for at least some of the steel which they previously obtained in Britain.

Delivery and quality were mentioned among the reasons for this intended switch but the main factor was price.

Companies feel that they are suffering a price disadvantage of at least 10 per cent by buying British.

Mr. Ian MacGregor, the new chairman of BSC, is acutely aware of this problem. While

the problems of the pound and the recent concerted attack by foreign steel producers on the

British market are major factors in the present troubles, the solution to them also involves further technological development by BSC—for instance, increasing the amount of steel

which is produced by continuous casting—and yet again improv-

ing productivity.

These are among the factors which will appear in the wide ranging review of BSC's activities and future which Mr. MacGregor will present to the Government within the next month or two.

BSC denies charges from

some union sources that, in the face of the activities of other EEC producers, its own export drive is not sufficiently aggressive, but is determined that it will export only if there is a profit to be made. Nonetheless, the amount of steel exported by BSC has been in decline for the past two or three years and this trend will continue through 1980. In the April-July four months period BSC exported nearly 700,000 tonnes and this would suggest an annual figure of around 2m tonnes. But the April-July total is distorted by exports which were delayed during the winter's strike and exports in the current financial year will fall below 2m—compared with 2.5m in 1979-80 and 2.9m in 1978-79.

The drastic cuts in BSC have come about because of the speed with which it has been forced to reassess its capacity needs. Sir Charles Villiers, inherited an industry with a target capacity of 30m tonnes and four years later handed over to Mr. MacGregor one which will be half this size.

In these circumstances the British Government's decision to increase BSC's subsidy constitutes an acknowledgment that there is no quick and simple solution to the present problems of the steel industry. And Mr. MacGregor, by wanting to delay his final proposals on the future shape and size of BSC for as long as possible, appears to agree with that.

This feature has been written with the assistance of FT correspondent in Europe.

## HOW THE INDUSTRIES ARE ADAPTING

GERMAN producers and the squabbling lot in Count Otto Lambsdorff, the Economic Minister, this week telling the companies to "get their house in order as soon as possible."

Structural adjustment to flagging demand is continuing in the West German industry—20,000 jobs have been shed during the past two years, although there has been little compulsory redundancy, and the industry now employs 300,000.

ITALY'S steel industry problems are largely financial—with publicly-owned Finsider—responsible for roughly half of national production—severely undercapitalised and forced into heavy bank borrowing. Assider, the Italian steel producers' association, earlier this month demanded urgent government action on restructuring, recapitalisation, import penetration and energy costs. The Italian industry fears that acceptance of Davignon reductions for the final quarter of the year will worsen import penetration.

WEST GERMAN steel companies are divided over the EEC's efforts to maintain and revise the Davignon measures. Dr. Herbert Gienow, chairman of Kloeckner, insists that any new agreement must include a special quota for his company to compensate for an artificially low output level fixed when the production levels on which the plan is based were set. This was before its Bremen plant had fully come on stream. But the company has been criticised for taking this position by Hoesch and other West

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# FINANCIAL TIMES SURVEY

Friday September 26 1980

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Three cars for three continents. Top: the Escort for Europe; centre: the Mazda 323 (on which the Ford Laser will be based); and the Mercury Lynx for the U.S.

## Project that has to succeed

By Kenneth Gooding,  
Motor Industry Correspondent

FORD'S front-wheel-drive "world car," code-named Erika during its development, takes to the roads of Europe today bearing the Escort badge.

It was developed as part of a \$3bn (£1.2bn) project, the biggest the group has undertaken. And the Escort also has been described by Sir Terence Beckett, until recently chairman of Ford UK, as "the most important new car in Ford's history."

That was not dramatising the situation. Some observers believe that, should the "world car" fail, Ford will never fully recover from its present difficulties.

During the past five years the motor industry in the Western world has been deluged with problems from many directions. The motoring public is demanding cars with better fuel consumption but will not tolerate any sacrifice in safety. The industry is therefore having to invest huge sums to get the new breed of fuel-efficient vehicles to the market as quickly as possible.

Yet the same trend is switching present sales to smaller cars and away from the bigger ones which carry much healthier profit margins.

The Japanese had the capacity available to produce the right kind of cars to meet the boom in demand for smaller vehicles in the U.S. and Europe. They have therefore been able to strengthen their position in world markets and fix their prices at even more competitive levels than before.

This factor has helped put a brake on attempts by the Western manufacturers to improve the profitability of their small cars in their home markets or to fill their manufacturing capacity by exporting more to "neutral" markets.

The squeeze on oil supplies in the summer of 1979 created uncertainty among potential customers. In the larger markets such as the U.S. and West Germany, a phenomenon which coincided with the normal downturn in the three or four-year cycle of demand for cars and turned it into a severe recession. In Europe this is likely to last throughout 1981.

As the world's third-largest producer of cars (2.04m last year compared with General Motors' 5.03m and Toyota's 2.11m) Ford could hardly expect to come through these pressures unscathed.

But as bad luck would have it, the group is also suffering severe "image" problems in the U.S. and, to some extent, West Germany, the two major markets in the West. And "image" is very important when, like Ford, you are selling consumer products.

In the U.S. Ford has had two blows. The first concerned allegations that its small car, the Pinto, was prone to catching fire after a rear-end collision. A more recent allegation—strongly refuted—is that its automatic gearbox jumps from "park" to "reverse" in extreme and particular circumstances.

In the U.S. there have already been suggestions that the price is so low that Ford will be selling the new car at a

loss, at least initially.

However, it could be that Ford is simply passing on the benefits of "world car" production even though it has not stressed the concept anywhere near as far as it might.

Expectations are for a \$1.5bn loss in 1980 (against a \$1.17bn profit last year) and no return to profitability until the second quarter of 1981. To combat the effects the group has slashed investment to 1984 by \$2.5bn, possibly mortgaging the future to some extent, and \$1.5bn is being carved from annual operating costs.

### Invest

In blunt terms, if the Erika project does not pay a reasonable return Ford would have to think seriously about its future because it would not have the funds to invest in a full range of cars for the 1980s. And if it happens to be domiciled in a country where the Government does not automatically bail out companies in trouble, however big they might be.

Ford needs in particular to rebuild market share in the U.S., where it once had 30 per cent but has fallen since 1978 from 23 to 18 per cent, and in Germany—down from 12.3 to 8.8 per cent between January and April this year.

One element in the group's policy for tackling this challenge is already clear. Its pricing is pretty aggressive. For example, in the UK and Germany the new Escort, incorporating much up-to-date technology, and manufactured on the most modern plant, will cost only about 3 per cent more than the old model it replaces.

Work on the Erika project started in 1977 when Ford in the U.S. gave up plans to develop its own small car and decided instead to use cars developed in

Europe.

But it soon found it would have been very costly to have forced its U.S. suppliers to provide components to European specifications.

Ford had already discovered the weak link in the "world car" concept. Many companies in many countries already have component production facilities.

It would not be economic to duplicate their efforts even with vast plants. Ford found it was better to adapt the car to face investment in new component facilities or force suppliers to make major changes at their plants.

Changing the car was possible because body design on the Erika was carried out in Dearborn in the U.S., Turin in Italy and Merkenich in Germany. Because both the European and U.S. versions did well in "consumer clinics" Ford decided to allow some styling variations between the two to satisfy the tastes of European and North American customers.

Ford does not intend to take the apparent opportunity to swap components between Europe and North America on a large scale. It seems to feel that it has gone far enough by setting up the highly complex supply network in Europe which has been operating successfully for some years.

So Europe will not be a major supplier of components to the U.S. models. In the U.S. 95 per cent of Erika components will be sourced from local suppliers. The major element in the outstanding 5 per cent will be manual transaxles (front-wheel drive gearboxes) supplied from Japan by Toyo Kogyo.

Even though Ford expects that about 30 per cent of its UK customers for the Erika models will choose a manual version, it still reckons the volume involved does not warrant

CONTINUED ON NEXT PAGE

# Ford's World Car

Never before has a motor company had so much at stake on a new car as Ford with today's launch of the Erika. Different versions will be sold in various markets—but it arrives at a time when Ford desperately needs to revive its fortunes in the U.S.

investment in an American plant at a time when funds are in short supply. Neither will it take the manual transaxles used in the European Erika and which are identical with those used in the Fiesta and made in Bordeaux, France.

Erika models will be assembled in two U.S. plants, Wayne, Michigan and Metuchen, New Jersey, and sold in North America as either the Ford Escort or the Lincoln Mercury Lynx.

They will be assembled in two European plants—Halewood in the UK and Saarbrücken in West Germany. In Europe it will carry on the Escort name from the model it replaces.

Linked with these developments is a car to be made for Ford by the Japanese group Toyo Kogyo at Hiroshima. This will be assembled in several countries as well as Japan and sold in the Far East (but not Japan) and Australasia as the Ford Laser.

The connection between Toyo and Ford began because the U.S. group had been for some time it could not expect to maintain market share in the Asia-Pacific area by sending out car kits from either Europe or the U.S. for local assembly in individual markets.

The Japanese industry, with its high productivity and low costs, would eventually swamp Ford, which would not be able to charge economic prices for its vehicles.

So Ford took the Erika engineering concept along to Toyo with which it already had links—Ford sells about 60,000 Toyo pick-up trucks through its dealers, mainly in the U.S. The idea was for the Japanese company to develop a car from this concept using some input from Ford's Asia-Pacific division.

The outcome is the Mazda

# It's 51 years since Trentham undertook their first major assignment for Ford.

That was back in 1929, when they were granted the initial contract for the construction of Ford's Dagenham factory.

This proud association has continued ever since, with Trentham acting as main contractors for the majority of Ford's larger assignments, the most recent being the completion of the new Bridgend Engine Plant.

Trentham would like to wish the new Ford Escort all the success it so rightly deserves.





## FORD'S WORLD CAR III

The new Escort and its main rivals in Europe. (Old Escort's sales last year: 217,200).



ROAD IMPRESSIONS OF THE NEW CARS

## Lively performance and mechanical refinement

**I**F A SINGLE word had to be used to summarise the new Escort's appeal, it is refinement. All four versions I drove last week from the 12-model line-up were as mechanically refined as any of their competitors, considerably more so than some.

The 1600GL 5-door I started with comes near the top of the price range at £4,518. Its engine and transmission were quiet, though driving on a billy-winding road, it was easy to forget whether one was in third gear or fourth.

Only at high speeds in the gears—and it was good for 35 mph in first, 55 mph in second and an illicit 80 mph in third—was there any significant booming from the new, overbored 1.6 litre engine. At more sensible speeds, it was as quiet as an executive car of twice its price. On the motorway, cruising at 70 mph, the adi was still easy to listen to without turning up the volume from its town driving level.

The lack of noise from the transmission was particularly impressive. Gear whine can be a problem in front-drive, cross-engined cars but the Escort's gearbox and final drive were virtually noiseless, even when suddenly accelerating and decelerating in quick succession.

Pick up in high gear from low speeds was brisk and smooth and the performance generally felt more than adequate for a 1.6 litre, five-seater with ample luggage.

Curiously enough, the Escort

behaves very well indeed on space. So, for the engine/transmission package, the marks must be Alpha-plus.

The steering, too, was excellent.

It was reasonably light at low speeds, with an adequate lock, and silkily precise when driving fast. Like all front-drive cars, the Escort understeers.

That is to say it has to be held

into a corner to overcome its desire to go straight on and maintain a good line on a windy motorway or when passing speeding juggernauts.

### Roadholding

Unlike some of its comp-

etitors, it never understeers to excess.

Cornered at far above average speeds, it rolls hardly at all and it is not necessary to put on more and more lock to get round. When tyre adhesion finally goes, the rear slides very gently outwards. People who indulge in motor sporting fantasies especially when driving alone, will not be disappointed by the Escort.

The one aspect of the new car that failed to match expectations was its ride. Ford has chosen a sophisticated all-independent suspension system. It is neither disagreeably firm nor over-soft. Yet it allows some sharp vertical movement to develop in the important 30 mph to 50 mph speed range on less than perfectly surfaced roads. Unfortunately, the seat springing seems to aggravate matters.

It is an easy car to enter and leave. The doors are of a good

size and open wide. Once in, headroom is generous for the front seats, much less so for those in the back. But, even with the driving seat set well back to suit my long legs, I could still sit comfortably behind it. There are not many cars of the Escort's size of which I could say the same.

Ford has a history of not quite getting its rear suspension right with new models. The first Granada was awful but the latest ones are fine. Both the old Escort and the current Cortina provide at best an indifferent rear seat ride. No doubt the Escort will improve over the years.

I found the Escort 1600GL

five-door hatchback's driving position extremely comfortable,

with the right relationship between seat, wheel and pedals.

The gearshift is slick and sweet, the clutch light, the brakes powerful and progressive.

Instruments are clearly visible through the four-spoked steering wheel (but why a clock with hands, not electronic digits, I wonder?) and the steering column controls for lights, indicators, wipers and so on are ideally placed.

The trim, in dark, ribbed cloth, has a sombre elegance, relieved by the light pouring through the glass sunroof. This can be tilted at the back or wound fully open and, should the sun be too bright, a shade can be pulled forward, as in the Honda Prelude.

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size and open wide. Once in, headroom is generous for the front seats, much less so for those in the back. But, even with the driving seat set well back to suit my long legs, I could still sit comfortably behind it. There are not many cars of the Escort's size of which I could say the same.

The smaller engine was not quite as willing to pull hard from 20 mph in top gear but the car was as refined and well-balanced as the 1600. Speeds in the gears were lower, too, though the 1300 still comfortably exceeded 70 mph in third.

For £3,865 I would have expected a trip setting on the mileage recorder. The fresh air ventilation, aided by a fan

at lower speeds, was effective. On the motorway, the 1300 cruised as happily and was as

quiet as the larger-engined Escort.

Next, I moved still further down to a 1100L. This has

almost the same engine as the Ford Fiesta. The transmission was as refined as ever though the engine was less self-effacing.

The ride was no different in the 1100L than it had been in the 1600GL but I found the deficiencies more acceptable. After all, what one takes exception to in a £4,500-plus car seems understandable in one costing almost £1,000 less.

There was more road noise in the 1100L than in the up-

market models, which bad

eliminated, enough fresh-air came in to allow the windows

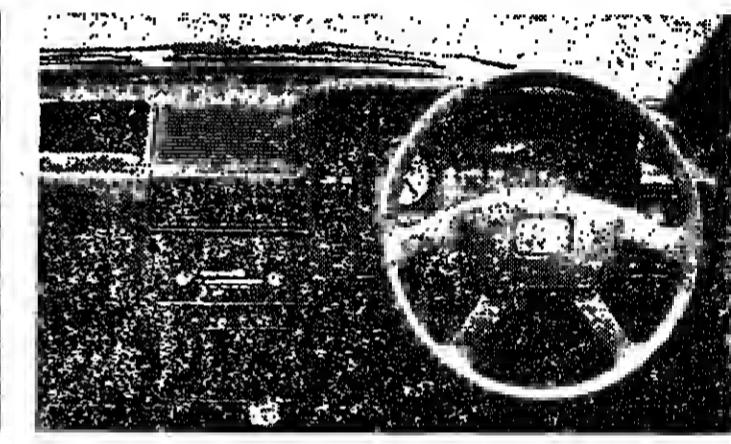
to stay shut on a warm day. Ford seems to have made considerable economies in sound absorbing materials to keep the base model's price down to £3,374. There was quite a bit of rumbling and booming when driving over secondary roads, for example. I thought this Escort had more in common with the base model Fiesta than it had with its better-equipped larger-engined and, of course, far more expensive up-market relative, the Escort 1600GL I had driven earlier in the day.

But, those ride problems excepted, I rate the Escorts an outstanding addition to the current crop of family hatchbacks.

Stuart Marshall



Good road-holding precise steering and quiet transmission mark the Escort GL



## Design needs to appeal to fleet managers

SIR TERENCE BECKETT looks back on the Cortina as perhaps his biggest single contribution to Ford UK, chairmanship of which he has changed for the director-general's seat at the Confederation of British Industry.

The Cortina concept, of a roomy but cheap conventional saloon, has stood Ford in very good stead since its launch at the start of the 1960s, well ahead of similar rivals. Not only was it cheap to make—and still is—because of its simple front engine/rear drive specification; fleet managers were also convinced in their thousands that this simplicity meant cheaper operating costs than complex front-wheel-drive cars.

The Escort—until now a smaller Cortina with the same simplicity—has scored almost the same degree of success, with nearly half its sales in the fleet market.

With the launch today of the new Escort, Ford has the task of convincing fleet managers that this roomier, lighter front-wheel-drive version will be considerably cheaper to run than the old one. The new Escort is of Ford's first front-wheel-drive car, of course. But the small Fiesta hatchback, launched in 1978, has been sold mainly in the private market where the buyer, though equally cost-conscious, is likely to give far more thought to the car's hard-won cash far less of a brushing than it would get from the company rep.

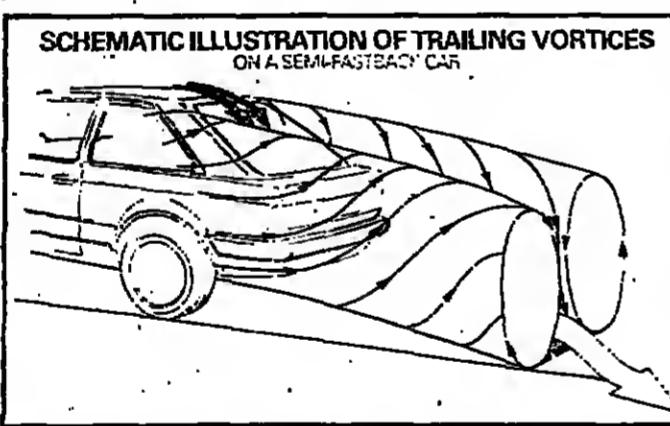
Clearly, with a car on which Ford has staked so much—it quotes alliteratively, if not quite accurately, five years development by 5,000 engineers, at a cost of £500m for the car and £500m for the engines—it is essential that the fleet managers be convinced, at least until such time as the Cortina and all its immediate rivals go fwd and most will have done by 24 years' time) and the managers be left with no choice.

Ford is using what on paper looks like some strong cost-of-ownership arguments. It claims that over 50,000 miles on the 1100cc model and about 2.3 years on a 1.300cc and 1.600cc models fitted with the new Bridgestone CVH engines described elsewhere in this survey.

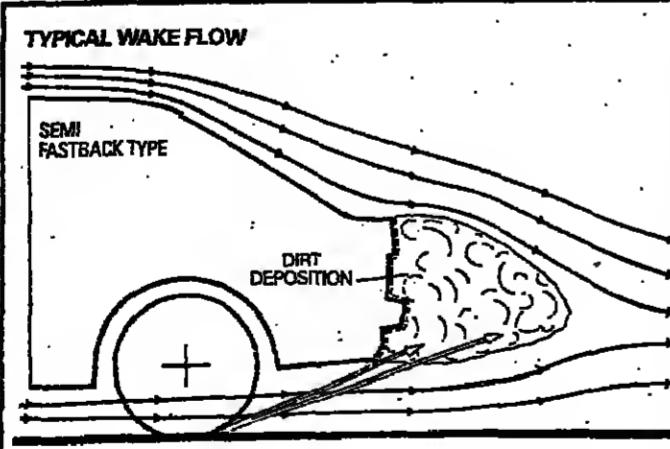
The most immediately striking aspect of the car, however, is that although it is a hatchback, it does not look like one. Since Ford had resisted the forward hatchback trend longer than most, it was faced with a considerable problem: it wanted an aerodynamically efficient car—which the hatchback is—without looking like just another VW Golf, Renault 5, etc.

On the other hand, the "three-box" approach, which offered the best prospect for individuality, meant the loss of hatchback versatility and inferior aerodynamics.

The compromise result was



Work on the airflow round the car has resulted in a cleaner rear window and less drag from trailing vortices.



a year over 50,000 miles on the 1100cc model and about 2.3 years on a 1.300cc and 1.600cc models fitted with the new Bridgestone CVH engines described elsewhere in this survey.

The problem with most hatchbacks is how to persuade air to flow cleanly down and away from the rear window without creating drag and grime-provoking turbulence. With the new Escort, the hatchback is claimed to confine turbulence below the back window. In addition, Ford claims that the two spiral trails of turbulence formed behind all cars and caused by air streams from the roof and sides meeting have been persuaded to turn inwards on each other, making the area of turbulent wake smaller than that of the car, so reducing drag further.

The result is a drag coefficient for the standard Escort of 0.385, and 0.375 for the high per-

formance XR3 version, which goes on sale in November. This is 15 per cent better than the old Escort, and Ford claims that a 10 per cent improvement in drag produces an average 3.5 per cent improvement in miles per gallon.

The figures are helped by the front grille design, which first appeared on the Cortina, in which at higher speeds air is diverted from the engine bay over the car, an important factor since, according to Ford, air drag through the engine bay can account for up to 15 per cent of the total.

At 156.3 ins overall length, the new Escort is fractionally shorter than the replaced model, but well over 200 pounds lighter, with a kerb weight of 1,887 lbs.

The saving has been achieved by extensive use of computer body stress analysis, made possible by the linking at the end of 1978 of the engineering centres at Merkenich in Germany and Dunton in the UK with Ford's central Cyber 176 computer in Dearborn.

Weight-saving was a priority in the Escort's design, being a major factor in improved economy particularly during acceleration. The Cyber computer allowed Ford to build a computer model of the body with 3,200 "components" to simulate the body and what would happen to it under stress.

The result—42 prototypes later—was a final shell in which pressings down to 0.8mm for low-stress areas have allowed Ford to get within about 5 lbs of the original target weight and still pass impact tests with ease.

A considerable amount of weight was also saved by the adoption of 3mm, rather than 4mm, glass.

All these factors are reflected in the performance figures of the car, which show significant improvements over the old Escort versions. The new 1100 Escort is claimed to achieve 49.5 miles per gallon at a constant 56 mph; 36.2 mpg at a constant 75 mph and 34.9 mpg in urban driving.

The improvement is perhaps best illustrated, however, by the comparative performance of the old and new "sports" models. The "old" 2-litre RS2000 was credited with a top speed of 108 mph with 0-60 acceleration of 8.5 seconds from an engine developing 110 bhp. Its replacement, the XR3, has 1.6 litres, "only" 96 bhp, yet has identical acceleration and a higher top speed of 113 mph.

John Griffiths

## The Ingersoll Milling Machine Company extends its congratulations

to the Ford Motor Company on its successful launching of the new Escort

Ingersoll is particularly proud to have made a major contribution by supplying the transfer line system now in production at the Bridgend plant to machine the engine blocks for the new Escort project.

This line is a successor to the engine block machining system supplied to Ford/Spain for the very successful Fiesta car, and represents the continuation of Ingersoll's contribution to international and European manufacture of internal combustion engines. Transfer machines totaling more than five hundred machining stations have been furnished to the European industry since 1945.

Nearly once every week for the next two years, Ingersoll will ship transfer line machinery to plants all around the world to manufacture new design gas and diesel engine blocks. This is a direct response to the growing worldwide need for high quality, more fuel-efficient engines.

Never before has the challenge been greater: design and material changes are coming faster; quality requirements getting tougher; product life cycles shorter; worldwide competition keener;

cost considerations stronger.

Ingersoll is responding with new ideas, new machines and tools, and new and improved methods of manufacturing. To do this, Ingersoll is deeply involved in the development and application of new technologies to improve the processing of all sizes and types of engines in low, medium, and high volume production. The Ingersoll microprocessor-controlled AC servo drives to control all machining motions represent one of the technological innovations being used in new generation Ingersoll manufacturing systems.

Using dynamic simulation by computer models, alternative systems are compared. Production rates are identified as affected by cycle rates, grouping of machining stations, banking capacity of automation, metal cutting rates and tool change frequencies, manpower and maintenance schedules. Such planning achieves operating efficiencies higher than those traditionally associated with these systems.

May we share with you, as we did with Ford, the responsibility of meeting tomorrow's challenges?

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Telex: 257-427 (INGERSOLL RKD)

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707 Fulton Avenue  
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Rockford (815) 987-6000

# Simple is efficient.



The new Ford Escort.

J.P. Morgan

# Anatomy of an efficient car

The new Ford Escort is a spacious front wheel drive hatchback with a transverse engine and all independent suspension.

It can carry five people in comfort.

With the biggest engine it can do over 44 mpg at 56 mph. And with the smallest engine it achieves over 90 mph\*.

Service intervals are 12,000 miles with an interim service at 6,000 miles. It's designed to be one of the cheapest cars to service in its class.

And the body is protected by a 20 stage anti-corrosion programme.

How have we achieved such remarkable efficiency? In engineering, simple is efficient. So we've kept the engineering in the new Escort as simple and straightforward as possible.

Engineers call it looking for the elegant solution. It takes sophisticated technology to find it. Here then, step by step, is the story of the new Ford Escort. Simply one of the most efficient cars you can buy.

## Transverse engine and front wheel drive makes more space for people.

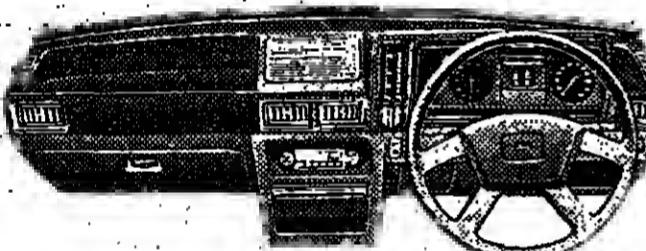
The simplest way to enlarge the passenger space without enlarging the car is to make the engine space smaller.

So, based on a wealth of experience with the Fiesta, we've mounted the engine sideways and given it front wheel drive.

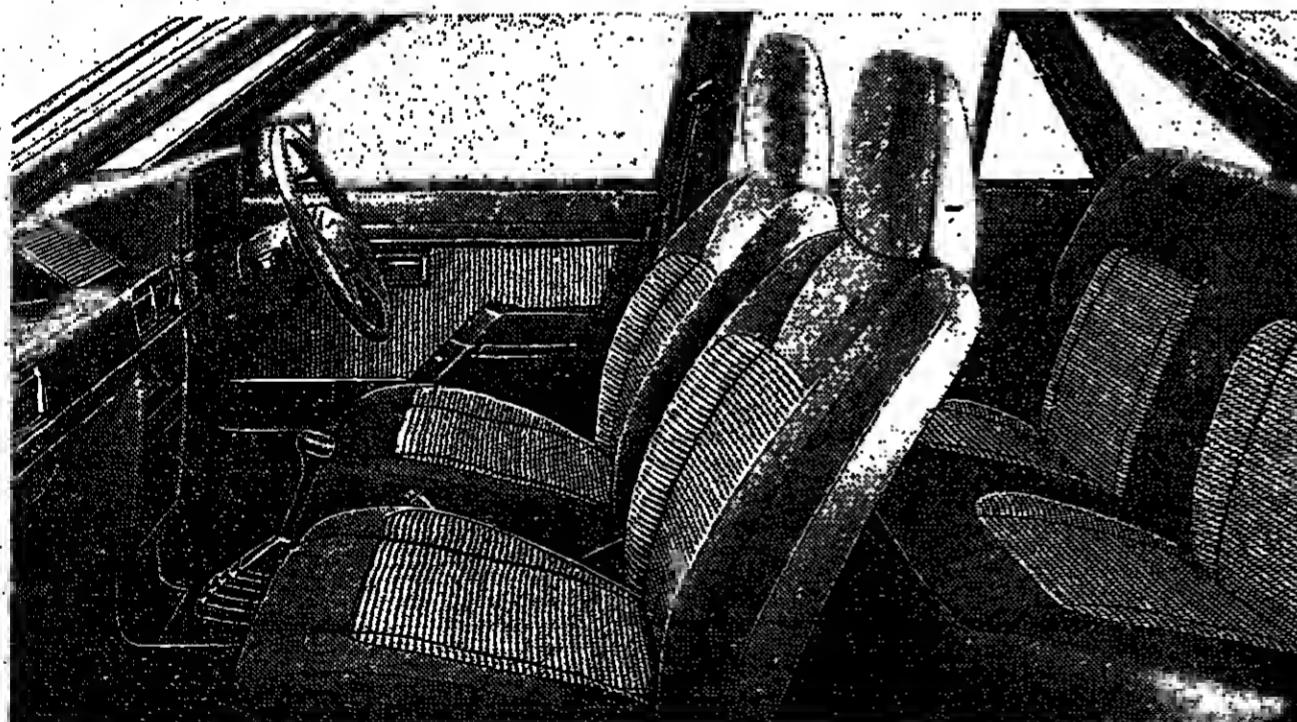
This eliminates the transmission tunnel and the rear axle differential, thus leaving more room for you and your luggage. Incidentally it also saves weight and improves traction.

The Escort's seats have coil springs tuned to the car's suspension and they're deeply contoured to give comfortable support and reduce fatigue.

Among the more luxurious equipment you can order in the new Escort Ghia are electric front windows, stereo radio/tape player with electric aerial, central door locking, tinted glass and headlamp washers.



As a safety check Ghia and GL instruments include warning lights for low oil, water, windscreen washers, brake fluid and even front brake pad wear.



Interior of Escort Ghia. Standard features include remote control driver and passenger door mirrors, a digital clock with date and stop watch functions and a screened glass sun roof that either tilts or slides.

## The hatchback that thinks it has a boot

The Escort has a new kind of hatchback. At first glance it looks as if there is a conventional boot. But the tailgate actually opens all the way up to the top of the back window, giving access to 20.3 cu. ft. of space with the seat up, 48.7 cu. ft. when it is folded.



For security, on the Escort L and above there is a removable shelf which hides your valuables.

## Up to 47 mpg. Up to 104 mph from ultra efficient new engines\*

Drawing on the experience of ten years with the previous Escort, Ford have designed entirely new 1.3 and 1.6 litre engines with aluminium cylinder heads.

1 Ultra efficient new transversely mounted engines give remarkable performance and economy.

2 Latest technology applied to anti corrosion treatment.

3 Front wheel drive for good traction, road holding and directional stability.

4 Rack and pinion steering - accurate, precise and responsive.

5 Large glass area with laminated windscreens and slim window pillars gives panoramic visibility. Tinted glass optional.

6 Optional screened glass sun roof (standard on Ghia) tilts or slides and also features an interior sunblind.

7 A new kind of hatchback. Part hatchback, part boot.

8 Integral tailgate spoiler reduces drag.

9 Tailgate wiper (optional).

10 Heated rear window, on L and above.

11 Optional electric front windows on Ghia.

12 Folding rear seat gives flexible luggage space.

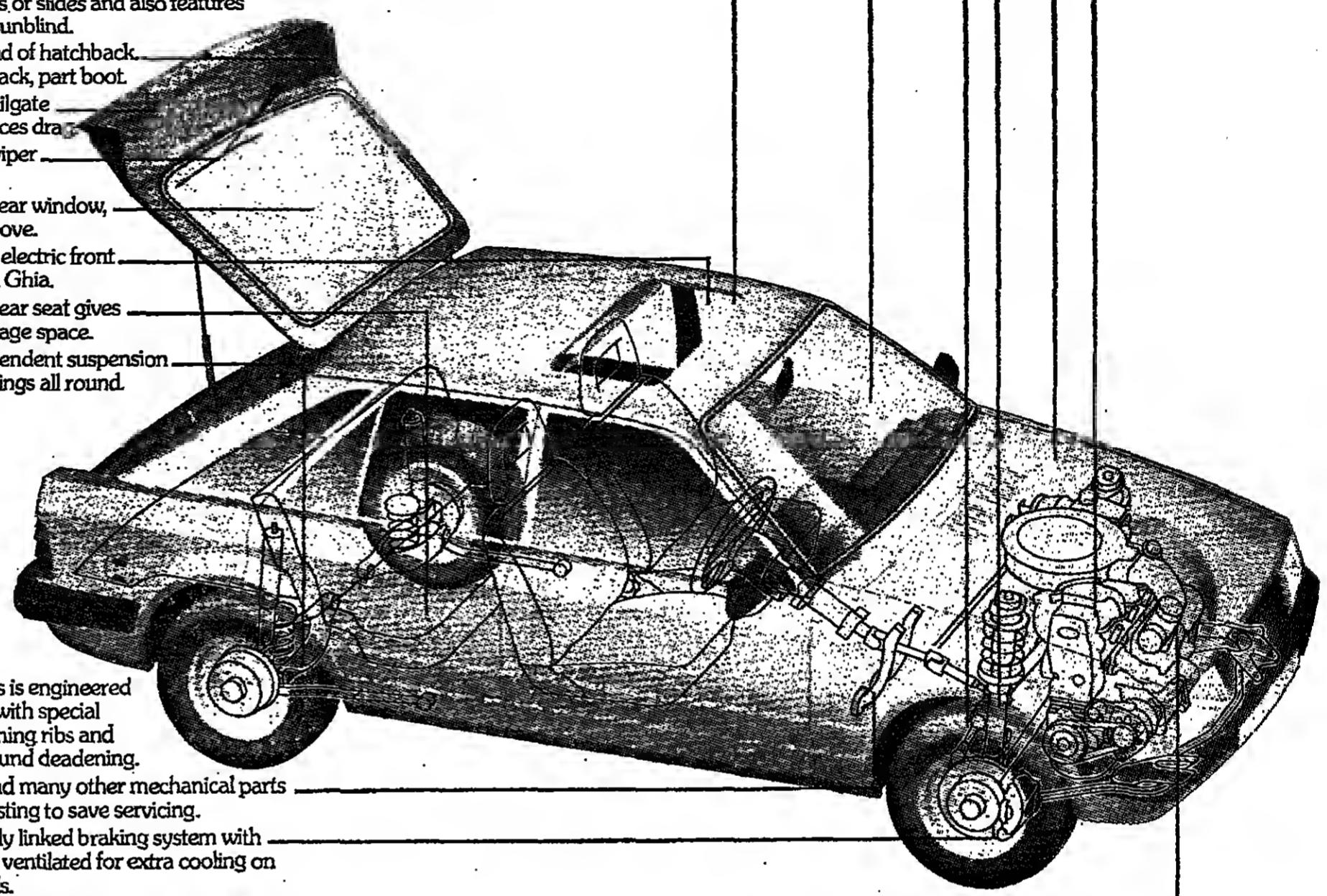
13 All independent suspension with coil springs all round.

14 Quietness is engineered into the car with special engine stiffening ribs and extensive sound deadening.

15 Clutch and many other mechanical parts are self-adjusting to save servicing.

16 Diagonally linked braking system with front discs - ventilated for extra cooling on faster models.

17 Gearbox is separate from engine for easy maintenance.



## 12,000 miles between major services

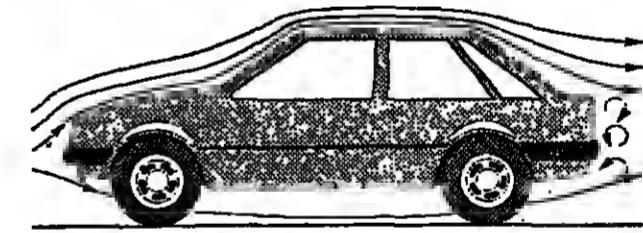
The new Escort has so many self-adjusting and maintenance free features that it almost services itself. These features mean that it can go 12,000 miles between major services with only an interim service at 6,000 miles.

In fact, based on studies comparing routine servicing costs with competitive cars, Ford estimate that the new Escort will be cheaper to service than most of its rivals.

Here's why: 1 Self-adjusting clutch. 2 Self-adjusting brakes. 3 Self-adjusting tappets and breakerless ignition (on 1.3 and 1.6 engines). 4 Maintenance free wheel bearings.

5 Lubricated-for-life suspension, steering and door hinges. 6 Brake wear checking without removing wheels. 7 Centrally located fuses and relays. 8 Exterior bulbs replaced without tools. 9 See-through brake and clutch fluid containers. 10 Extended interval battery topping-up.

from the wind tunnel with a drag coefficient of only 0.385, the most efficient in its class. At 70 mph as much as 70% of a car's energy can be wasted simply overcoming wind resistance, so streamlined design contributes significantly towards reducing fuel consumption.



1 Integral tailgate spoiler reduces drag, and the whole rear end design creates an actively managed area of turbulence that keeps spray and dirt off the back window whilst driving. 2 Front spoiler improves directional stability. 3 Aerodynamic radiator grille channels air over bonnet at high speed.

## Latest technology applied to rust prevention

This is how we help keep rust at bay. After zinc phosphate anti-corrosion treatment, the body is given two coats of primer, then three coats of tough enamel paint are baked on. Window surrounds are made of aluminium which cannot rust. And the bonnet is made of zinc plated steel. Rust traps are designed out of the body. Box sections and door bottoms are protected by wax injection. Lower body panels are painted with a chip protection primer. And wheel arches and vulnerable underbody areas are treated with chip resistant PVC coating. The remaining underbody area gets a tough wax anti-corrosion sealant to protect against salt.



## Styling used to be an art. Today at Ford it's a science

We call it "air flow management," the science of controlling the flow of air over, around and under the car. Thanks to efficient "air flow management" the new Escort emerged

The new Escort's suspension is all independent, with coil springs all round. It not only gives a smoother, more comfortable ride, but also makes for sure, more predictable road holding and handling. And there's a diagonally linked braking system with front discs, so that even if one circuit fails you can still stop on the straight and narrow.

See the new Ford Escorts at your Ford dealers now. And test drive an efficient car.

Range and Prices Escort 1.1 litre from £3374. Escort L 1.1 litre from £3695. Escort GL 1.3 litre from £4210. Escort Ghia from £4726. Maximum prices as at 26th Sept. 1980. Seat belts, car tax and VAT included. Delivery and number plates at extra cost.

FORD ESCORT





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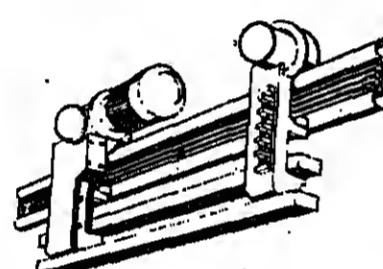
congratulates the  
Ford Motor Co. Ltd. on the  
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programme with the supply of  
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**LANDIS LUND**

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We wish

**Success to the new Ford Escort**

and hope that the two automatic Translift conveyors for engine compartments and underbodies are yet another step together in advanced engineering



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Works completed in 1980 for the new Ford Escort project by Haden Young at the Bridgend Engine Plant and by Carrier Engineering/Drysys King Conveyors at Halewood Body & Assembly Plant extend the role of successful projects still further.

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## FORD'S WORLD CAR VI

# UK market share nearing 30 per cent

### FORD IN BRITAIN

	1978	1979
Sales	£2,363m	£3,193m
Taxable profits	£242m	£347m
Output: cars	324,407	398,684
Output: commercials	106,472	167,232
Employees (year end)	63,000	75,000

According to the Department of Industry in an announcement made in December 1978 Ford was expected to invest £1bn in Britain in the subsequent four years, including £600m on the Erika project. The UK Government was to contribute nearly £150m by way of £75m in interest relief grants under the 1972 Industry Act's selective regional incentives and £73m automatic regional development grants paid in assisted areas.

reliability plus—perhaps the most vital element—relatively low depreciation compared with most other makes.

Ford showed its dealers how to keep the "residual value" of its cars at a reasonable level by the way it dealt with its own used cars—as you can imagine Ford itself sells many company cars and has one of the biggest "disposal" problems. Ford takes great care to keep track of the cars it has to sell and makes sure that not too many of similar type and specification reach the secondhand market at one time to create a glut.

It persuaded its dealers that they should encourage the fleet buyers to spread their purchases across six to nine months of the year instead of buying all their requirements in one lump towards the beginning.

This meant that when cars

were replaced, not too many

came back to the dealer at once

and often he was able to dispose

of them through his own fore-

court rather than send large numbers off to auction where the prices they fetched were not so high.

Ford also encouraged its dealers to persuade fleet customers to change their cars more often. Instead of holding on to a car for three years, by which time the mileage and depreciation were very high, fleet managers were encouraged to turn the cars in after two years, or even one year, for much higher "residuals."

So Ford's dealer network

played a great part in the rise and rise of the group in Britain, says Mr. Ermia. Thompson, adds:

"We have to pay tribute to our dealers. They put in the investment so that they were able to sell and service twice the number of cars last year as they handled five years before."

Mr. Thompson predicts that,

given that the old Escort

captured between 7 and 8 per

cent of UK total new car sales,

the new model should reach 9 or even 10 per cent.

The old Escort's best year was 1976 when Ford changed the Cortina and the supply shortages which usually accompany such changes allowed the Escort into first place in the British market with a 10.4 per cent share. Last year the Escort got a respectable 7.7 per cent.

And in the first eight months of this year the old model won 7.3 per cent, far ahead of its rivals in what Ford calls the "C" class cars. For example, the Vauxhall Chevette achieved a 3.2 per cent share in the January-August period. This year, the Austin Allegro 2.6 per cent followed by two Datsuns, the Sunny, 2.3 per cent and the Cherry, 2.2 per cent.

In all, "C" class cars accounted for 30.6 per cent of the UK market over the first eight months of 1980. Mr. Thompson expects the market segment to grow to around one third of total sales, helped on its way by the new Escort.

The major question about the new Escort's arrival—and the major marketing challenge for Ford UK—is how many buyers will substitute an Escort for another Ford they would have bought?

Mr. Thompson reckons that the Escort will take a little—but not much—from Fiesta by this "camouflagement" process.

Much more vulnerable is the Cortina which, in spite of last year's "facelift," is becoming a little long in the tooth by modern car standards.

But the Cortina still appeals to may fleet buyers because it has the traditional "three box" shape, including a boot at the back which companies still seem to prefer.

Then perhaps Ford made a marketing mistake by carrying on the Escort name with the new model. In most company hierarchies the Escort has been the "downmarket" car compared with the Cortina. Those people entitled to a Cortina because of their status within the corporate ranks might be reluctant to accept a new Escort, however good it turns out to be.

The fleet market is also notoriously conservative and

many buyers will adopt a "wait and see" policy about Ford's new Escort because it has front-wheel-drive, something which in the past has often provided servicing problems. When the engine is driving the rear wheels of a car the manufacturer does not have to put so much metal under the bonnet. And the machinery is less complex with rear-wheel-drive.

However, the Fiesta, which was Ford's first front-wheel-drive car, has proved reliable and not particularly difficult to service.

Ford never meant Fiesta to be a fleet car and in 1977 only 7 per cent of Fiestas sold in the UK went to corporations. This year, though, the percentage is up to 25 per cent so there are a good number of fleet managers who now have Fiestas and whose doubts about front-wheel drive have been allayed.

### Suggestions

Also, Ford involved a number of fleet buyers very early in the development of the new Escort and they returned again and again to make their contributions and suggestions.

Mr. Thompson maintains that the new Escort gives the company access to a much wider variety of potential private buyers than the old one. For example, the XR3 sports version to be introduced in November will cover a wider market area than the old Escort has ever could.

And the wider choice of optional extras for the new Escort—such as power windows, sun roofs with shields and so on—should attract buyers away from some imported models or those people who, for fuel-economy reasons are moving down from the "CD," or family-sized cars but only because they can't have the same amount of room and interior comfort.

Mr. Thompson says that if Ford gets its marketing right it could have two cars each with 10 per cent of Britain's new car market next year. But he expects that the Cortina will just keep its place as the best selling car in Britain.

K.G.

## Halewood aims to improve productivity

FORD HAS spent £207m, one of the company's biggest European investment projects, at its Halewood plant on Merseyside, often the problem child in the group's European family. Of the total, about £130m was directly associated with the Erika project.

Halewood started life 17 years ago making the Anglia and until recently has been turning out the old-style Escort as its sole vehicle.

It was to be assumed that the plant would be given the job of producing the Escort's successor but the fact that the U.S. Board should have given the go-ahead to the investment programme—and recently to have authorised a further £135m to be spent by 1985—suggests it is giving

more weight to recent indications of a change of mood among the Merseyside workforce rather than the chequered past history of disputes and low productivity.

It is certainly true that the British Government is fairly generous with investment grants and that Britain's car structure is particularly kind to corporations which are profitable. But Ford has a lot at stake with the new Escort and if the car is anything like as successful as the group hopes, Halewood will have to perform well both as far as continuity of production and quality are concerned.

Halewood will be sharing with its sister plant, Saarlouis in Germany, assembly of three-door and five-door versions of the new Escort in its basic L and GL form. It will also be the main supplier of estate versions and the only plant where the new Escort van, due for introduction early next year, will be produced.

Thanks to the new Escort, the Halewood assembly plant stands out among its neighbours, every one of which is on short-time working—including Ford's Halewood transmission manufacturing plant next door.

However, Mr. Arthur Rothwell, a local man who has been 17 years working his way up the ladder at Halewood to become general manager, has made a number of important points in recent discussions with the workforce.

First, Ford cannot be a "godfather" to Merseyside and invent extra jobs to cut the local 18 per cent unemployment rate—rising to a hideous 35 per cent in Speke where the plant is located—in an area where other companies are announcing redundancies with sickening regularity.

**Protect**

Secondly, he has told employees that the huge investment does not even protect existing job numbers. As further modern technology is introduced to the body and assembly plants the numbers of people needed will go down.

And Mr. Rothwell has made the point bluntly that productivity must improve at least to the best European standards and that Halewood must achieve the engineering standards Ford has set itself for the Escort—and the unions have already committed themselves to this.

One of the changes made by Mr. Rothwell and his team was in the way information was disseminated to the employees. Information used to be passed down through various layers of management and the message was put across only as well as each individual passing it on was able to communicate it. And communication skills vary tremendously from one man to the next.

Mr. Rothwell and his management team now talk directly in the shopfloor and other em-

ployees. They are brought together in groups of 300, not an ideal number but necessary because 11,000 are employed at the Halewood body and assembly plants.

This process has ensured that all employees are given full information about the introduction of the new Escort as the decisions were made. "They might not have liked everything we intended to do, but they did not get any nasty, sudden surprises when we did them."

The meetings were designed to enable the employees to ask questions and provide the management with some feedback on the proposals.

### Benefit

One major incidental benefit has already been felt. It involves the 22 press lines in Halewood's press shop. Six of the new presses are 1,000 tonners, supplied by Vickers, from a Schuler design, and costing £1m each. Between them the press lines help produce 110,000 panels a day—297 different types of panel not only for Halewood but also for Ford plants at Southampton, Dagenham, Cologne, Saarlouis and Genk. The Halewood press shop will be using 300 to 600 tonnes of steel each day.

At one of the briefing sessions, the man whose task it will be to collect the scrap which accumulates under the presses, claimed to a somewhat disbelieving management that he had thought of a better way to do the job. He was able quickly to prove his point when they went down to the lines and his suggestion will be followed.

Mr. Rothwell says that Ford put "quality of product" at the top of the list of priorities when considering what new technology to bring to Halewood and what other changes to make for the Erika.

Improvements in productivity and other benefits followed naturally.

For example, Ford has at Halewood more robots than BL at Longbridge, 38 compared with 30, but is not taking this type of automation so far along the body assembly process.

(By the way, Ford does not refer to the machines as "robots" but calls them UTDS for "universal transfer devices".)

Ford maintains that where there is flat welding to be done it is cost-effective to do it by conventional methods. It wanted, however, to automate the welding of those areas where complex shapes and structures were involved—like side panels, the underbody and engine compartment.

Previously these welding jobs were carried out with the aid of a carousel which moved the metal past welders, each one working from one particular place alongside. The equipment was expensive to maintain and it was difficult to achieve continuous accuracy.

One way of overcoming that

problem was to "over-engineer" the car involved—the old Escort—and consequently it had areas where there was more metal than really was required.

The introduction of UTDS has not only enabled men to be shifted to other parts of the plant, it has also enabled the new Escort to be built to tighter tolerances, using less metal. And less metal means less weight. Less weight should mean more miles per gallon for the customers.

Of Halewood's 39 UTDS, 36

are used in "body-in-white"

operations including three for

standby and training purposes.

They include 28 Nimaek

machines (£45,000 each), 11

Kuka robots (£75,000 each)

and two made by Unimate (£35,000 each).

By January the expectation is that output of new Escorts at Halewood will be getting up to the capacity level of 1,015 a day, representing an annual rate of 235,000, more than the plant has ever achieved before. The best was nearly 1,000 a day. But the new Escort is an easier car to work on than the old one as it makes its way around the six miles of trim lines.

K.G.

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## FORD'S WORLD CAR VII

# Output of CVH engines builds up at Bridgend

**BICYCLES HAVE** turned out to be the quickest way of getting around inside Ford's new engine plant at Bridgend, South Wales. A massive development by any standard, the covered floor space alone extends to 27 acres, sufficient ground to accommodate 20 Rugby pitches. Surveying the quietly bumbling banks of sophisticated machinery, and equipment stretching into the distance, it is difficult to grasp that only three years ago there was nothing to see on the site but green meadows and grazing cattle.

Yet today, with the paint-work barely dry, Ford's £230m Welsh plant (£180m capital assets, £50m working capital) is already in business. So far it has produced 1,000 test engines which have been subjected to exhaustive trials, including 320,000 miles of clandestine test driving by the plant's own employees—and 30,000 saleable units for this month's launch. It is now building up smoothly towards the target output of 513,000 units a year of the new light-weight compound valve head (CVH) engines of 1,100, 1,300 and 1,600 cc—which are destined to power Ford's new model range in more than 120 countries.

The major disappointment is that the plant may never provide the 2,500 jobs promised when the project was first announced—a figure which was the basis for a massive public cash injection. Unless, that is, £148m of the total cost was put up by the Government—£73m in regional development grant and £75m in selective financial assistance under Section seven of the Industry Act.

#### Damper struts

But the manning projection was made before Ford discovered that Japan has an engine plant of similar capacity with a workforce of only some 800. Bridgend is certainly among the most efficient motor manufacturing plants in Europe, but by Japanese standards it still has some way to go.

The company insists the employment total at Bridgend will ultimately be decided by sales of the new Escort range; but equally it has already identified areas in the plant where further automation could be applied. Meanwhile, there seems little danger of Ford being asked for a refund by the Government. Its defence is that the selective financial assistance was based on £10,000 per job created or protected, not just at Bridgend but also at Hale, Belfast and Swansea.

## Enthusiasm for the new design

**COMPOUND** valve-angles are not new—not are hemispherical combustion chambers. They are nevertheless features that Ford has chosen to single out for emphasis in naming their new Escort engine the CVH.

It would be wrong to suppose that they were scraping any of their technology or publicity barrels for the engine is packed with features that are new to Ford, or new to this class of car, or at least admirably up-to-date, and in view of the intended production of more than 1m of these engines a year, Ford and its customers may share a justifiable enthusiasm for what appears to be a fine piece of design.

Apart from one or two questionable trivia, there is only one cause for disappointment: Ford has described as hemispherical a combustion chamber that is patently nothing of the sort. If it were, it would need a very different engine underneath it to exploit the many theoretical advantages of such a chamber. As it is, the engine has been developed around a combustion shape that is part-spherical, rather like a plano-convex lens, and all the evidence suggests that by taking great pains to avoid undesirable corruptions of this shape (by valve pockets, for instance) Ford have contrived to make the engine burn its fuel cleanly, completely, and with altogether respectable efficiency.

The geometrical complexities of the valve gear (necessary to avoid those pockets, and to avert fatigue or misbehaviour through over-stressing of the mechanism) need not undergo analysis here. Twin overhead camshafts would have done the job just as well, and nobody impressed by Italian or Japanese practice is obliged to accept Ford's declaration that such an arrangement would have been too expensive and

too complicated.

As it came about, Ford had to do a lot of work on their valve springs, pressed steel rockers and camshaft support, and even modify their original valve accelerations, to make their system work, but they have done it, and it does have its own advantages. One of these is zero-lash hydraulic tappets, which not only eliminate the chore of periodically adjusting clearances but also eliminate a troublesome source of noise.

These fluid cushions were once the preserve of large and lazy engines, typically American V8s (and Rolls-Royces, which are not dissimilar), but Opel have made them work in their recent small Kadett engine, and if Ford have likewise succeeded they must have been sure at least of a very good lubrication system in their engine.

#### Cornering

They have made sure of many things. The sump and oil pick-up have been designed to deal with the surge caused by violent cornering, which could cause all the oil to rush to one end of the transversely-mounted engine. The location of auxiliaries has also been planned around this type of installation (though that does not prevent the engine being differently disposed in later cars if Ford so chose), including the toothed-belt timing drive; this belt is one of many features intended to bestow exceptional reliability on the CVH engine.

The reduction of maintenance has been given the utmost priority, and really everything about complete encapsulation has been contrived to save the owner those losses of time and money which so insidiously increase the cost of motoring. The same applies to the elec-

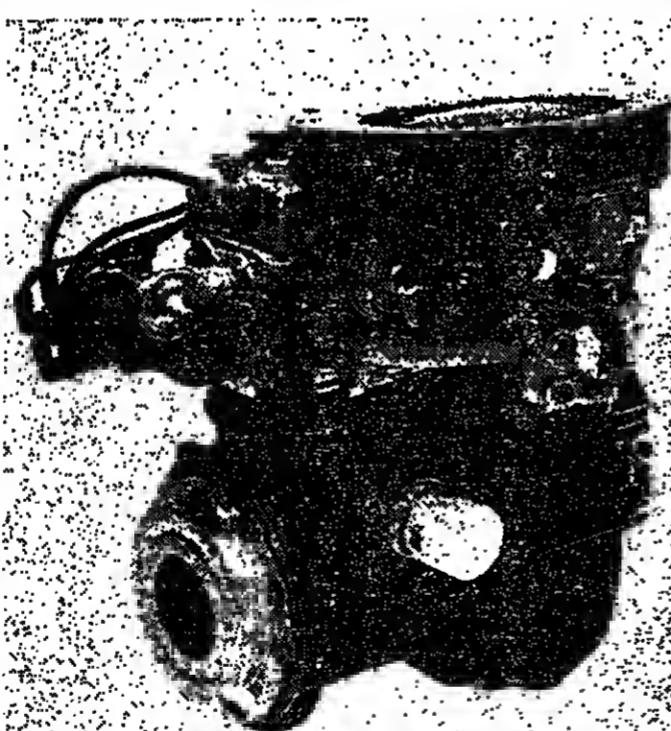
tronic ignition system, which might be taken for granted in a modern engine were it not that a miserable old-fashioned Kenterting distributor system survives in the low-compression 1100 cc version.

This is one of five variants being made. Two are of 1600 cc displacement, one of these having different timing and carburation to give it the 98 bhp performance that should electrify the sporting XR3 version of the Escort. A 1300 cc version giving 68 bhp (10 less than the milder of the 1600s) will probably emerge as the staple all-round, but for the mean of spirit or ingenuity of purpose there are a couple of 1100s, one giving 59 bhp and the other a lacklustre 55 from low-grade fuel.

The low compression ratio of this most pusillanimous of the CVH range allows it to operate on the 88 octane fuel which masquerades as petrol in some parts of the world (the others all burn 95 octane stuff), and is not to be criticised when one remembers that the new Escort is conceived as a world car.

This is why the annual churning out of 1m CVH engines will occupy a factory at Dearborn in the U.S. as well as the new one at Bridgend in South Wales.

L. J. K. Setright



Exceptional reliability is one of the features aimed at by the new engine's designers

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## FORD'S WORLD CAR VIII

# German market share needs boost

FORD IS sorely in need of a boost in the West German car market to help revive its sagging market share, and the success of the new Escort is of vital importance if the company is to remain a significant force in Western Europe's largest market place.

The launch of the Escort has been long overdue, for Ford has seen its presence in this segment of the car market almost disappear with the old Escort holding on to only 2 per cent of new registrations in this category in the first six months.

Ford's problems have been compounded in West Germany because this is the area of the market that has shown the strongest resistance to the general sharp fall in demand for new cars over the last 12 months. Total new car registrations fell by 11 per cent in the first seven months of 1980 compared with the corresponding period last year, but during this time the share of the market taken by models with which the new Escort will be competing increased substantially from 26.7 per cent in the first six months of 1979 to 31.3 per cent in the first half of 1980.

Ford faces a tough fight, too, to establish itself again in this market, which is dominated by two other very successful German cars, Volkswagen's Golf and the Opel Kadett. The competition also includes a wide variety of imported cars ranging from Fiat's Ritmo, the Renault 14 and the Talbot Horizon to a clutch of Japanese rivals such as the Nissan Sunny, the Honda Accord and Prelude, the Mitsubishi Colt and the Toyota Corolla.

### Sudden shift

Without an attractive model in this class Ford has been badly placed to cope with the sudden shift in demand from the larger cars of 2 litres capacity and above to smaller, more economical models.

As a result Ford's overall share of an already shrinking car market dropped in the first six months of 1980 to 10.7 per cent compared with 12.4 per cent in the corresponding period last year. The figures hide the fact that the fall has come chiefly in Ford's large model portfolio, particularly the Granada and Capri, which had previously been among its best profit-makers.

Until the Escort could be launched the one bright spot in Ford's performance had been the Fiesta, its smallest model, which is the top seller in its



Ford's Saarlouis plant is the third largest industrial undertaking in the Saarland region employing over 8,000 people

Sales of the Granada, for instance, fell by more than 50 per cent in the first six months this year compared with the same period of 1979, while sales of the Capri were down by 41.2 per cent. While the total car market in the Federal Republic shrank by 12.4 per cent in the first six months, Ford's total registrations in West Germany were down by 24.6 per cent.

The decline in demand has had direct consequences for Ford's work force. Last month the company announced that it was planning to cut its labour force in Germany by 6,000 through a programme of early retirement and voluntary redundancies. Extensive programmes of short-time working at its Cologne factories will be implemented since last October were not sufficient to cope with the big fall in demand.

A total of 5,800 jobs are being cut from the 28,000 at Ford's Cologne-Niehl plant—the sole manufacturing location for Granadas and Capris for the whole European market—and a further 200 jobs are being lost at Ford's component plant at Duren, between Cologne and Aachen. The total redundancy programme is expected to cost Ford up to DM 135m (£31.1m) with production workers being offered a termination payment of DM 8,000/DM 12,000 (£1,860-£2,790).

Until the Escort could be launched the one bright spot in Ford's performance had been the Fiesta, its smallest model, which is the top seller in its

range with a market share in the first six months in this category of 26.9 per cent. Sales of the Fiesta have been limited partly by the lack of sufficient production capacity, however, because Ford is in the process of moving the assembly lines north from its plants at Saarlouis in south-western Germany to Cologne.

### Imports

Space at Saarlouis is at a premium because this is the site of the production lines for the new Escort, and in addition Ford is hoping to mitigate the loss of work-places in Cologne by transferring the Fiesta assembly work to the city.

The bottleneck in Fiesta production caused by the move has been eased by the rapid buildup of imports of Fiestas from Ford's Spanish plants. About 24,730 Spanish Fiestas were imported in the first seven months of the year against only 16,070 in the same period of 1979, but total Fiesta sales have still fallen in Germany slightly to 60,920 compared with 61,540 in the first seven months of 1979.

With the Fiesta Ford tasted its first success with the concept of a "world car" and the company clearly needs a similar breakthrough with the Escort if it is to re-capture lost ground.

The launch of the new Escort inevitably has led in recent weeks to a slackening of activity in car showrooms throughout Germany, as potential buyers in this class wait to size up Ford's new arrival against the com-

petitors. "Every model launch inevitably makes the market uneasy," said one leading Opel dealer, "and we always get a quiet period of three to four weeks."

According to another Opel dealer: "The chances are not bad for the new Escort—it has been well-planned for this market. But the sector is already well-filled by Opel, VW, Fiat and the Japanese, and Ford could have problems because it's a bit late."

A major Volkswagen dealer in Frankfurt sees the recent calm in the market stems from different factors. "People are not holding back because of the new Ford, but because interest rates are too high. The biggest danger is the Japanese. Customers are ready to buy cheaper cars and they like the Japanese ones. Our cars must become cheaper, then the Japanese would have no chance."

Opel has been very aware of the new competition at the lower end of the market and its lack of a new model and as a result is to start selling the old Chevette model—imported from the UK where it is still made by Vauxhall—from next month at a price where it will clearly undercut the new Escort and Opel's own Kadett range.

As far as prices go the new Ford Escort will be pitched in the market between DM 11,295 for the cheapest model, the three-door 1100 Escort, up to DM 16,900 for the top of the range Escort XR3. This span of prices which covers more than 40 different varieties of Escort

taking into account the permutations of varying bodywork, engines, and equipment extras—is very close to the price span of Golf and Kadett models offered by Volkswagen and Opel. Golf prices range from DM 10,985 for the cheapest model to DM 17,035 for the Golf GTB, while Opel Kadett prices also span the range of DM 11,000 to DM 14,000.

Though a little late, Ford is certainly now entering the most important segment which has shown signs of being ripe for further expansion at least in terms of its share of the total West German car market if not in absolute terms. Opel, for instance, which launched its new Kadett about a year ago, has been unable to keep up with demand and dealers are facing a backlog of orders covering three to four months.

Opel's problems in fully meeting demand have stemmed chiefly from a temporary shortage of components capacity at the lower end of the market and its lack of a new model and as a result is to start selling the old Chevette model—imported from the UK where it is still made by Vauxhall—from next month at a price where it will clearly undercut the new Escort and Opel's own Kadett range.

Building on the successful launch of the Kadett last year, Opel sold an estimated 282,608 Kadets in the first eight months of the year, an increase of 46.7 per cent on the corresponding period last year. Kadett sales are now accounting for about 47 per cent of Opel's total production.

duction and are challenging the VW Golf for leadership in this market sector.

VW also has other important models in this class, however, the Jetta and Scirocco—not to mention the old VW "Beetle" which still claims some 14 per cent of this category ahead of modern models such as Volvo's 343 and the Alfa Romeo 164, which gave it a total share among the smaller medium-sized models in West Germany of 44.4 per cent in the first six months of the year. Opel took 24 per cent while its Kadett and the next-longer was a long way behind in the shape of Fiat with 5.4 per cent and Honda with its Accord and Prelude models with 2.9 per cent.

The challenge posed by the Japanese is perhaps at its most serious in this category, present with models available from not only Honda, but also Mazda, Mitsubishi, Toyota and Datsun. The fierceness of the Japanese challenge has taken the German motor industry by surprise, and Japanese manufacturers are expected to be taking more than 10 per cent of the total market by the end of the year.

### Poised

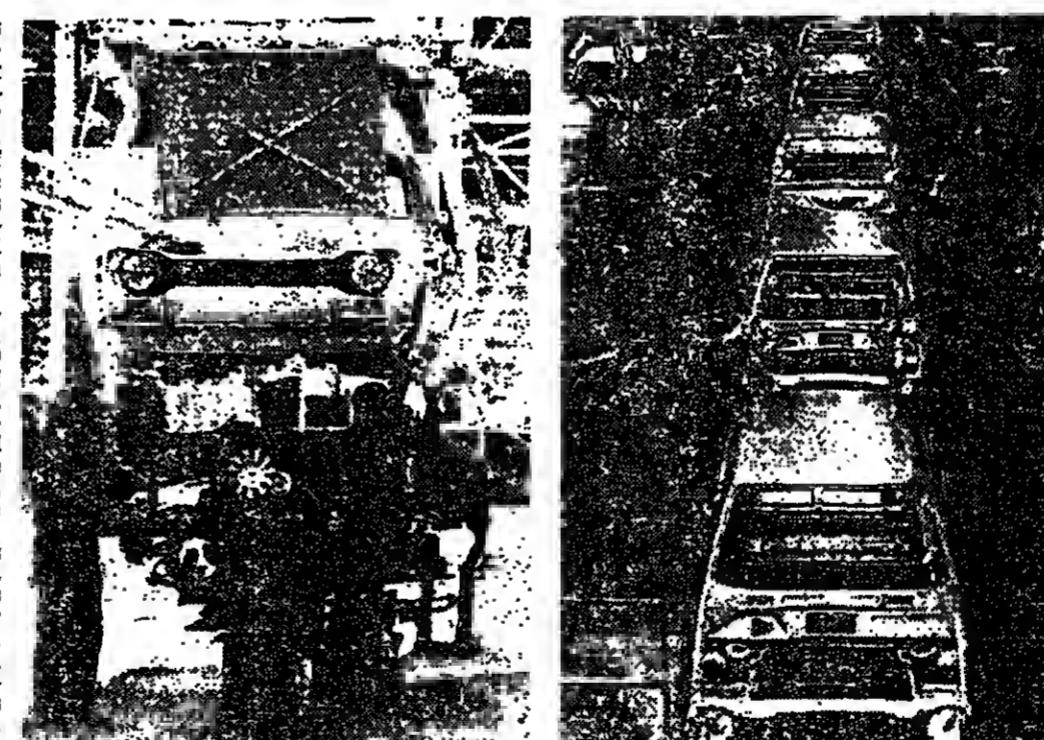
With 9.5 per cent of new car registrations in the first seven months of 1980 in the Federal Republic, they are already poised to take over as the leading importer, a role traditionally filled by the French, who could take only 9.7 per cent of the new car market in the last seven months.

Ford has not been alone in the problems it has faced in the past 12 months. Opel is also in the process of shedding about 5,900 jobs from its West German workforce and has suffered a net fall in market share. While VW is also introducing short-time working to its Audi plants this month.

However, the absence of a strong competitor in the Escort class has meant that Ford has been particularly disadvantaged. It can only hope now that German car buyers' earlier well-proven loyalty to domestic products has not been too undermined by the Japanese competition and that it can regain something of its traditional market share that it has lost in the past two years. The Escort is probably the only chance it has got.

Kevin Dione

## Production rising at updated Saarlouis factory



The first car marked "Made in Saarlouis" rolled off the production lines in January, 1970 (left); now the factory aims to produce 1,140 cars a day (right)

THE SMALL town of Saarlouis — near the so-called "dreibundereck" or point where West Germany, France and Luxembourg meet — with its easy access to all-mainland European markets, is an integral part of Ford's campaign to launch the Escort replacement. For at its works in this small West German state the company will concentrate German production of the new model.

The 10-year-old plant at Saarlouis, with 8,400 workers and covering more than 320,000 square metres will devote itself almost exclusively to making the new Escort in future (manufacture of some spare parts and components will continue). The assembly lines for the Fiesta, Ford's other small car, have been moved to Cologne.

Production of the new car is already getting into high gear. Daily output in August was about 870, rising to 1,000 by the launch date. The final target of 1,140 cars a day should be reached sometime in November. This means that Saarlouis will then contribute more than 22 per cent to the total annual European and American production of the new model.

To achieve this goal Ford has invested more than DM 65m (£15.2m) in new manufacturing techniques at the Saarlouis works over the past 18 months.

Forty newly developed microprocessor-run welding robots and 120 electronic control systems have been installed in collaboration with about 50 companies. A new electronic command centre — the size of a big city telephone exchange — not only directs all the robots but also monitors their controls.

This equipment, Ford of Cologne says, is the most modern used in any of their plants.

**Systems**

The company hastens to add that this automation will not result in loss of jobs. Workers,

mechanics and engineers have either been shifted to other production sectors or trained to programme and service the new systems. Training actually began a full year before the start of the Escort's production.

By the beginning of this year Ford Saarlouis had become the third biggest industrial enterprise in the Saarland with more than 8,000 people employed. Total investment had reached DM 16m. Although this amounts to only about 3 per cent of the province's total capital investment between 1966 and 1979, it is equivalent—in its direct and indirect value—to the contribution to GNP of two of the regional mines.

Since the birth of the plant a total of 2m of the old Escort, Capri and Fiesta models have been produced. Parked behind each other, the company says in its anniversary brochure, the cars would stretch from the gate of the plant to New Delhi. The number of vehicles assembled per day had risen to 1,140 at the beginning of this year (a figure once more aimed at as soon as all changes necessary to produce the new Escort have been made) against 200 in 1970.

At the moment the company

has work to 10 per cent of the total local labour force. This is not counting the jobs that have developed thanks to the community's increased buying power and sales possibilities. Thus, to give an example, since the start of production at the Ford works, supplies of "non-production related materials" (from toothpaste to computer spare parts) nearly doubled and sales of "auxiliary instruments" (hammers, files and so on) rose from 16,357 then to 24,314 now.

But despite this dependence, the local authorities count their blessings and use "the fruit-blessing rain which fell on the city's financial garden" in the words of the town's Lord Mayor,

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## FORD'S WORLD CAR IX

# Pricing problems in the U.S. market

FORD'S Escort-Lynx is unusual in the U.S. for being more than a world car; it also straddles two size classifications which Americans understand as the "compact" and "subcompact". With a wheelbase of 94.2 inches and an overall length of around 164 inches, according to model, it is definitely a subcompact. But, says Ford — and no one seems to be challenging the assertion — in terms of interior size, the car is a compact.

This sales point, however, could turn out negatively for Ford if the U.S. car-buyer's mind is, as many in Detroit argue, really focussed on the traditional classifications. More important, the hybrid nature of these products creates special problems when it comes to pricing.

Ford has already announced that it will sell its simplest, untrimmed Escort in the U.S. for \$3,158, with the most sophisticated versions topping the \$7,000 mark. These prices make the basic Escort \$1,000 cheaper than the General Motors X-body car (such as the Chevrolet Citation) and Chrysler's new K-car, which are both compacts.

But, it will not make the Escort price competitive with the cheapest Japanese imports, or even with the Chevrolet Chevette, which starts at \$4,672. In the two-door version, which is indeed closely comparable with the Escort, the Chevette is priced at \$5,111 on the West Coast, where Japanese competition is most fierce.

Ford has ruled out a cut-price West Coast option. The Japanese, meanwhile, have not yet made all their pricing intentions clear, but it is certain that there will be some, possibly as many as ten, Japanese models available in October at between \$4,000 and \$4,500 each.

Ford's strategy of aggressive pricing, which is designed to reverse the decline in market share (below 20 per cent in the first eight months of the year, compared with nearly 26 per cent in the same period last year, excluding imports) is therefore under challenge. And even at this level, the lower range of Ford's prices is not thought by industry analysts to

allow for any profit margin. That is how tough the U.S. car market is these days.

Working in Ford's favour is the fact that GM in short of components for the Chevette, the top-selling U.S.-built car in 1980, and cannot extend production. It will be six months before GM's new sub-compact, the J-car, is unveiled, giving Ford valuable breathing space.

Ford also hopes that the Japanese will be deterred from too aggressive a pricing strategy by the threat of political repercussions in the U.S. if they further extend their market share.

At present, Japan accounts for three-quarters of the cars imported into the U.S.

#### Outdated

Chrysler, meanwhile, hardly presents a challenge. Its sub-compact Horizon and Omni models, which look rather like the Volkswagen Rabbit (or Golf), have been moderately successful in the last year. But they are outdated and must expect to suffer seriously from the Escort-Lynx competition.

The K-car, in spite of Chrysler's vaunted claim that it has become the U.S.'s first specialist small car builder, is not a small car — at least not to European eyes. It is a compact, but its styling and appearance are, even more so, than the K bodies of GM, designed to appeal to Americans unwilling to accept the day of the small car. It is a small, fuel-efficient (by American standards) car, which looks big enough to carry the family and the golf-clubs.

There are two schools of thought about where American car-buying tastes are heading and that too is important for Ford. The first, which is more appealing to Ford, is that the market will continue to demand more and more subcompact cars, and that even if the imports continue to sell heavily (they now have nearly 30 per cent of the market), there is room for Ford's new subcompact.

The other argument was voiced a few days ago by Mr. Dale Dawkins, a vice-president of American Motors, the small U.S. motor-manufacturer which makes the Jeep and sells imported Renaults in the U.S.

He pointed out that in the last year 65 per cent of all the cars sold in the U.S. were small (that is compact or smaller), whereas the existing fleet is balanced in the opposite direction, comprising 65 per cent large cars and 35 per cent small.

Mr. Dawkins' conclusion is that there are a lot of frustrated Americans driving around, waiting for a chance, as the economy recovers, to buy a nice new large car, albeit with much better fuel performance than the trade-in. If that happens, Ford, whose entire energies are going into pushing the Escort-Lynx, could be seriously embarrassed, even though the company does have some restyled, moderately fuel-efficient larger cars from previously poorly-timed product ranges.

An outcome which would please everyone, of course, would be a straightforward boom in the car market. This view has some adherents, although with interest rates again rising in the U.S. and the underlying rate of inflation unchecked, it is to say the least better this model year than they did in the last one.

If they do not, the future for both Chrysler and Ford is very bleak indeed.

Ian Hargreaves

#### PROFILE:

## Philip Caldwell



WHEN Henry Ford II stepped down last spring as chairman of Ford, clearing the way for his personal nominee, Philip Caldwell, to take the reins, the reaction in Detroit was rather like that in Hollywood at the passing of some great but scandal-ridden actor.

"All the great characters are gone," was the standard reaction—with the addendum: "Except for Lee Iacocca at Chrysler, and look what kind of a job he has got."

The sense that an era was ending and the style changing at Ford was enhanced, of course, by the memory that Mr. Ford had himself sacked Mr. Iacocca from the Ford Presidency in 1979—a fate which has also befallen several other Ford Presidents in the last decade.

But whatever Mr. Caldwell's personality, there can be no doubt that Mr. Ford, who was seen by some to be the last of the great entrepreneurs, selected Mr. Caldwell very carefully indeed.

No one could claim that Mr. Caldwell can match either Mr. Ford or Mr. Iacocca for straight gift-of-the-gab. But it can be argued that the same seat-of-the-pants marketing flair displayed by Ford's former leaders put Ford and Chrysler where they are today in the U.S.: losing massive amounts of money because they failed to see the writing on the international wall about energy prices.

Mr. Caldwell's appointment, and the appointment under him of Mr. Harold Poling to run the troubled North American motor business, are conscious attempts to harness Ford's unsurpassed experience and achievement in worldwide manufacturing to the problems of the home turf.

#### Competent

Both Mr. Caldwell and Mr. Poling ran Ford of Europe and, by all accounts, did an extremely competent job there. The tendency to emphasise Ford's European connection—even in some of the sales-talk surrounding the U.S. launch of the world car—shows no signs of abating. For the moment European body-styling and European fuel economy are tops in the U.S. motor scene.

Mr. Caldwell, however, is not a European. He was born in Ohio in 1929, attended Harvard Business School, had an outstanding career in the navy and joined Ford in 1953. Since then he has done a complete round of Ford jobs, in finance, products and marketing, all around the world.

Although much has been made of his lack of charisma, he comes across in fact as a rough-talking individual not all that far removed from the Henry Ford mould. Broad-shouldered and a sharp dresser

with a taste for pale-blue silk handkerchiefs and 18th-century antiques, he is also a man who is clearly aware of what public images are about. In his home town he has continued the Ford tradition of philanthropy in the arts by emerging as a noted patron of the Detroit Symphony Orchestra.

His weakness, as a public figure, is Ford's weakness. In terms of public policy, he has felt himself obliged to renege upon the company's long-held commitment to free trade by unequivocally demanding Government protection against Japanese car imports. He also had the added embarrassment of having to fire a senior economist whose views refused to change with the times.

#### Disadvantage

Caldwell's revisionism on free trade sets him a particular disadvantage in such bodies as the U.S. business round table, an exclusive and extremely influential group of the country's top chief executives, which collectively cherishes the free trading principle in its broader campaign to reduce Government interference in business.

Mr. Caldwell's hiring and firing ability, and hence his capacity to pick and retain the right men for the right jobs at the top, cannot be judged at this early stage of his chairmanship. But it is an important factor in a company which, unlike General Motors, has never in the past been afraid to admit a wrong choice. Mr. Caldwell has, however, shown resolve in tackling the uncomfortable problem of thinning out the white-collar ranks in response to Ford's strained fortunes.

In terms of the bright and aggressive image of the U.S. car companies, Ford's earnings have not exactly helped this year. The company, along with the other U.S. motor manufacturers, has been forced to admit that it cannot compete, at the moment, on price or quality with Japan.

If the Escort-Lynx is a success and if Ford's fortunes recover as they should, it would be a mistake to count Mr. Caldwell out as a major statesman of U.S. business. This is especially true now that Mr. Thomas Murphy is about to retire from the General Motors chairmanship, giving way to Mr. Roger Smith, a straight financial executive without either Mr. Caldwell's strength of manner or his wide experience in non-financial sectors.

Caldwell may be, for the moment, trying to add a touch of European cool to the company's formerly brassy U.S. image. But one suspects that he can shout with the best if the need arises.

Ian Hargreaves

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Carrier Engineering are proud to have contributed to the new Ford Escort programme by the design, manufacture and installation of a complete £1½ million enamel painting facility at Ford Motor Company's Body and Assembly Plant at Halewood. The work involved replacing an existing paint spraybooth with an 84 metre long carrier HYDROSPIN® spraybooth, complete with air plant and Carrier HYDROPAC® paint effluent collection and removal system.

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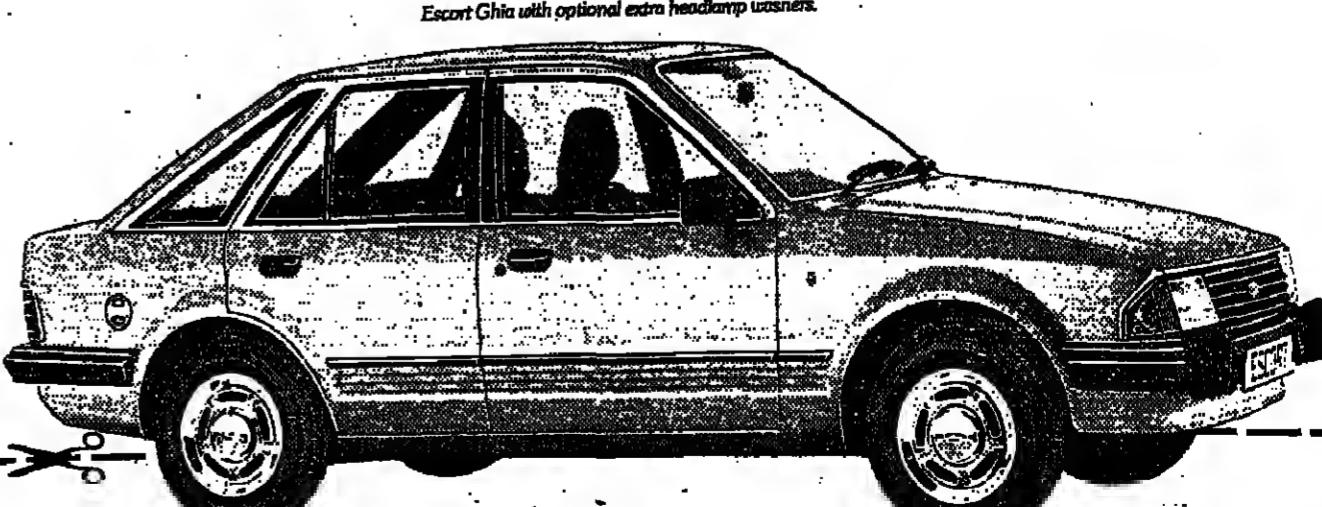
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## FORD'S WORLD CAR X

## Japanese market still tough

FORD DOES not expect to overwhelm the bastion-like Japanese car market with its new world car, but the company's Japanese "connections" have raised a few eyebrows in the motor industry over the past few months.

Its equity share in Toyo Kogyo, the maker of Mazdas, appears to be leading to more genuine business links. And the prospect of a joint assembly project in the U.S. with Toyota Motor, though still distant, could add a new dimension to the international motor industry.

Under present circumstances, Ford's chances of making a dent in the Japanese market, along with the chances of all other foreign car makers, are very slim. The new Escort models arrive for modification in Ford's Yokohama plant in mid-October. Sales next year will probably run between 700-1,000 cars, or about one-sixth the number of cars it traditionally sells per year in Japan and 0.001 per cent of all the Erika models which will be produced next year worldwide.

Ford is the second largest selling foreign car-maker in Japan, following Volkswagen, which leads the pack with its diesel engined Golf model. But

the share that the foreigners hold in Japan is a bare 3 per cent (expected to fall below that this year).

Many of the traditional barriers to car imports have been lifted (such as import tariffs) over the past two or three years. The fact remains, however, that the virtual exclusion of foreign cars throughout the high growth years in Japan left foreign companies with inadequate sales networks, and very little enthusiasm.

Japan was a marginal market, and the big U.S. companies were content selling a limited number of cars mostly on the strength of word of mouth. Steering-wheels on the wrong side are considered a selling point and the price tags (normally two to three times the cost of what is available from Toyota or Nissan) ensured most Japanese would never think about buying one.

The new generation of smaller, fuel-efficient U.S. cars should in theory improve the prospects for sales. Simply because cars like the Escort are becoming more comparable to the local product. Ford, however, has only 19 dealerships in Japan. The final price of the Escort in Japan will depend heavily on exchange rate, ending years of false

fluctuations, but the normal mark-ups and the added expense of modifying imports to meet Japanese regulation will most likely keep the price more than twice as high as in the U.S.

"Our strategy is to sell a small, fuel-efficient 1.6 litre car with the idea that it has all the U.S. luxuries," says a Ford marketing manager.

## Control

Most Japanese analysts believe that a foreign car will not be truly successful in Japan, however, unless a huge investment is made to adopt the cars to Japan and establish large sales and servicing networks. Foreigners have shown little interest in spending the amount of money needed. It is arguable that the absolute control over the market held by the domestic industry would make such an effort at this time futile.

Ford's chances for selling cars in Japan in any volume are not very good, but this has not kept the company from becoming intimately involved in Japan. Ford acquired a 25 per cent share in Toyo Kogyo earlier this year, ending years of false

alarms that it was about to do so. The Ford-Toyo Kogyo talks in fact date back about a decade, to less happy days for the Hiroshima-based company.

Toyo Kogyo, however, is not prepared at this time to jeopardise its own market in Japan, even to a 25 per cent shareholder. It remains to be seen whether the two companies will ever be able to co-operate further in Japan.

In the U.S., the two are about to agree on Toyo Kogyo's providing about 150,000 2,000 cc diesel engines a year for an autumn 1983 Ford small car model.

The likelihood that Toyo Kogyo will supply its own diesel engines to a new Ford car raises the question of how Ford and Toyota will progress on the Toyota proposal jointly to produce cars for the U.S. market.

The proposal touched a rather sensitive nerve at Sumitomo Bank and Toyo Kogyo. It is assumed that Sumitomo will use its influence to make sure that any such venture does not hurt Toyo Kogyo. There is speculation that any such Ford-Toyo venture will include Toyo Kogyo.

Richard Hanson

## CHILE AFTER THE PLEBISCITE

# The paradox facing General Pinochet

Spring is on its way in Chile, and the ugly and usually drab city of Santiago is looking cleaner and more prosperous than it has for decades. Like a plain woman using the art of the cosmetician, the capital is putting its best face forward. Public buildings have been freshly painted, and at night the grimy streets of the city centre have been laid out as pedestrian precincts with flowers and plantings; two metro lines are being extended to the more distant suburbs, and they provide a fast, clean and efficient service. The shops are better than they ever have been—imported goods—whisky, German chocolates, Japanese electronic gadgets in fact most things that money can buy.

Interest rates are coming down and production is going up. Under General Augusto Pinochet's seven-year-old Government, which earlier this month was confirmed in power by a two-to-one vote in a plebiscite, in the first seven months of the year, car output was up 45 per cent on the total for the similar period last year. Imports of consumer goods are running at more than double last year's rate, but imports of capital goods are well up too, bearing witness to the private sector's growing desire to invest in new productive capacity.

Some shares are doing very well, industrial up 110 per cent on average this year, overtaken only by shares in farm sector businesses up 183 per cent. Official consumer prices have risen only 32.7 per cent in the past 12 months, a mere nothing in a country once well-used to triple digit inflation. Property prices have shown enormous growth.

The price of copper, the main export from this country of 10m people, is not high, but it

HUGH O'SHAUGHNESSY reports that the Chilean economy seems in better shape than for some years. But the recent referendum has brought opponents of General Pinochet's regime closer together, and the political tide may now be turning in their direction

could be a lot lower.

The proportion of total exports made up by copper has shown a tendency to decline in the last five years, and now stands just below 48 per cent.

Everything seems to bear out the lavish praise that the World Bank, in its study on Chile published earlier this year, heaped on General Pinochet's Government.

Things appear to be going just the way business wants. In the plebiscite, the Chilean voters opted for a continuation of military rule well into the 1990s. The latest edition of *Estrategia*, a Chilean weekly, proclaims on its front page: "Political stability assures the sustained growth of the economy." Mr. Cyril Parkinson, the British Trade Minister, who went to Chile in August, was one of a number of similar visitors from Western Governments seeking closer relations with a growing economy.

It is therefore paradoxical that, when all seems to be going well for the Government, its opponents feel the tide could be turning in their direction for the first time since 1973, when General Pinochet seized power from the civilian Government of Dr. Salvador Allende. The turning point, many Government opponents say, came when General Pinochet last month announced the staging of the plebiscite. The surprise announcement acted as a catalyst to bring together—or

time they still appeared to be at least as opposed to Allende supporters as they were to the dictatorship.

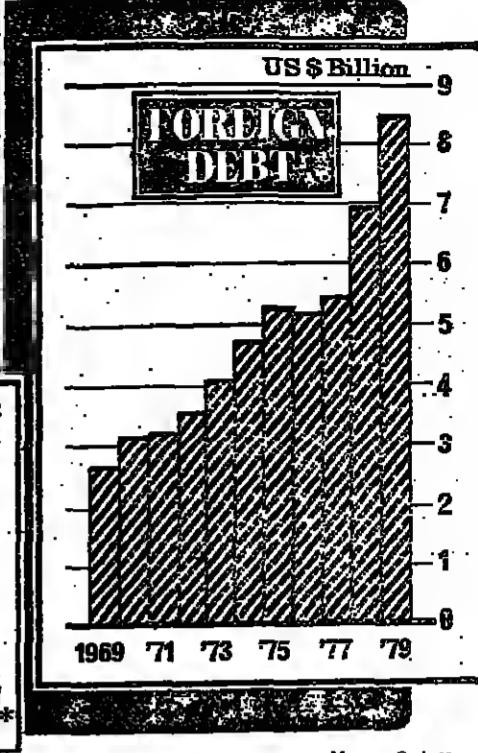
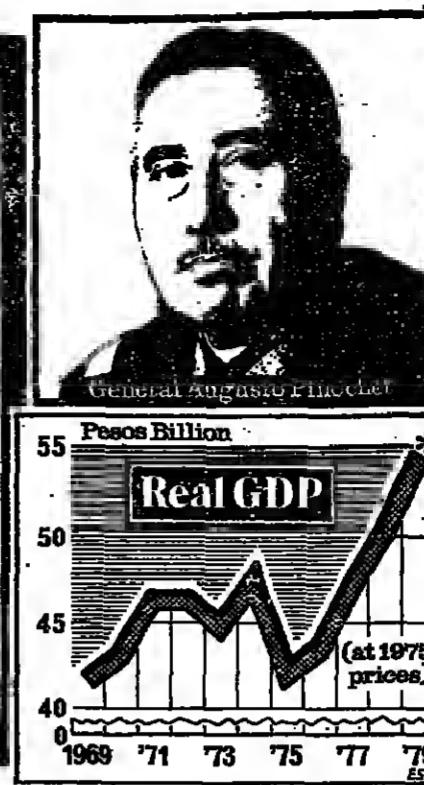
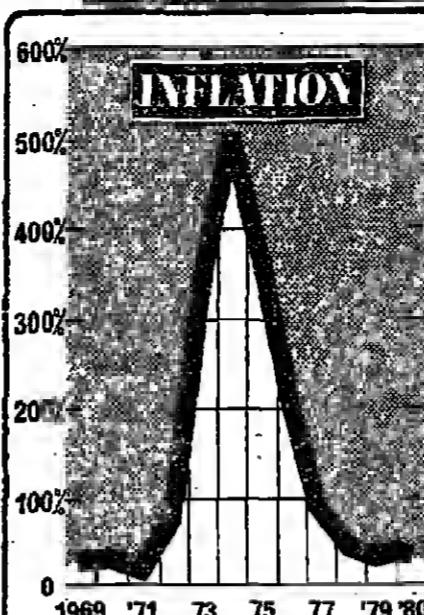
The announcement of the plebiscite changed that. Late last month, Sr. Frei came out with a strong call for an end to the dictatorship and the immediate formation of a civilian-military government which would lead the country towards democracy. His call to voters to cast their ballots against the régime in the plebiscite was echoed by many Left-wingers.

At the same time, the Church, in a solemn statement of all the Bishops, cast serious doubt on the fairness of the plebiscite. As increasing evidence comes to light of the fraudulent nature of much of the polling this month, many Christian Democrats and many left-wingers are urging their leaders to cease their ideological wrangling and work together for the overthrow of the dictatorship.

Meanwhile, economic criticism of the Fanfaniite doctrines of General Pinochet has been growing, distinguished economists like Sr. Alejandro Foxley, arguing cogently that there is widespread hunger, unemployment and impoverishment behind the smart facades.

Sr. Foxley, director of Círculo, the country's most respected think tank, closely associated with the Christian Democratic movement, says: "We are boldly told that wages and salaries have not only recovered from the recession of past years but in fact are higher than they were. Recent economic studies show, however, that last year they were about 20 per cent lower than they were 10 years ago."

Monsignor Juan De Castro, editor of one of the leading Church publications, says: "The social cost of the present development model is obvious



Marion Sodger

Pinochet. Generals have been heard to say: "We don't like Augusto trying to turn himself into Caesar Augustus."

General Gustavo Leigh, Pinochet's former comrade in the ruling junta, expelled for insubordination, is a constant critic of Government policies and is well placed to take advantage of any false step by Pinochet, particularly over Chile's border dispute with Argentina over the Beagle channel of Tierra Del Fuego.

Whether that leader emerges or not it seems likely that the Chilean President will have to have recourse to all his political gifts to maintain the sort of society that he wants Chile to be with a large following in Chile.

But he has often found difficulty in taking decisions.

General Pinochet, for his part, has proved himself a cunning and forceful politician who has outpaced his opponents and who could prove more than a match for the Christian Democrat leader. The principal danger to him must lie in the emergence of some new political—or indeed military—leader who would weld the increasingly united opposition into an effective weapon against the dictator.

Whether that leader emerges or not it seems likely that the Chilean President will have to have recourse to all his political gifts to maintain the sort of society that he wants Chile to be with a large following in Chile.

## Letters to the Editor

### Runaway money supply

From Miss Clare Macdonald

Sir—I am rather surprised at Mr. W. Grey's attempt (September 23) to deny the banks' prior creation of the credit they lend, since the banks themselves openly admit it. I would refer him to any of the recognised banking examination textbooks, such as J. L. Hanson, which state clearly: "Every bank loan creates a deposit, thereby adding to the total of all bank deposits." This indubitably constitutes monetary issue by the banks. Further corroboration of the banking system's credit creation out of nothing by book entry can be found in the evidence of the Bank of England to the Radcliffe Committee in 1960 and similar absolutely authoritative sources in America, Canada and New Zealand.

I fail to see the logic of Mr. Grey's contention that, if the Bank of England has been making a hash of it no other body is likely to do any better—one might as well ask could it do worse?

I am not concerned about being "original" in my suggestions but am quite content to advocate that, in fact of the reported dismal failures of all the so-called orthodox remedies for inflation, which have been tried over and over again, and in our present crisis of mass unemployment, we should open our minds and take a long look at the fundamentally similar proposals for monetary reform which have been put forward by such men as Bishop Berkeley, the first Lord Melchett (Alfred Mond), Professor Soddy, Christopher Hollis, MP, Dr. McNair Wilson and many others. These men were not fools and they all held that it was the responsibility of government (not private banks) to issue the nation's money supply debt free and in such quantities as to maintain stable prices. Under the present system the Government issues no money at all; it merely taxes us or borrows money from the public (savings) or from banks (new credit) on which interest must be paid by the taxpayers.

Clare Macdonald,  
Courtland Ave.,  
Cranbrook,  
M10, Essex.

My main criticism is of his final suggestion that the provision of pension by means of a unit-linked contract is unwise because the ultimate benefit is too volatile. I agree that the value of the unit-linked funds is volatile compared to the equivalent with-profits fund. However, if the objective is the provision of pension, what is important is the pension secured by the fund.

In the case of a unit-linked contract, if the unit price is "high," giving an above-average fund size, this would usually be associated with "low" interest rates. Conversely, if the unit price is "low," it would be associated with higher annuity rates. Consequently, the level of pension is far less volatile than the size of the fund.

In the case of a with-profits contract, the size of the fund does not vary in the same way and the ultimate pension is therefore dependent upon the annuity rates then current. This pension is more volatile than the pension provided by a unit-linked contract. This is particularly true if at the time the unit-linked policyholder was invested in a fixed interest fund.

I am sure that there are other reasons which more educated people than myself can produce but I think that I have listed sufficient to confirm my earlier reaction.

R. S. Anderson,  
1. Farjour Drive,  
Kenley, Surrey.

### Vehicle registration

From Mr. R. S. Anderson

Sir—When I read Mr. Wright's correspondence (September 17) I initially thought what a ludicrous suggestion and quickly dismissed the idea as one which should be consigned to the wastebasket. However, as some ludicrous ideas have a tendency to be acted upon I thought that I should list some of the reasons for my contempt.

(a) Most insurance companies do not use the same computer hardware as Swansea so there would be the simple difficulty of Swansea's computer being able to read and interpret the information. The extreme solution to this problem would be that insurance companies should all buy the same equipment irrespective of the size of the operation. In this even I wonder what the size of the "small statutory addition to the premium" would be?

(b) As there still exist insurance companies operating efficient manual systems, Swansea's computer would be unable to deal with their data consequently eliminating the respective motorists from prosecution.

(c) Insurance companies are currently weighted down by an already heavy burden of legislation. In particular, legislation for new reporting requirements to the Department of Trade have only recently been issued. These regulations will require without compensation, alterations to existing systems.

(d) General insurance companies transacting life business have only recently recovered from legislation covering tax relief by deduction on life premiums. In other words these companies are now acting as agents, without recompense, for the Inland Revenue. To add Mr. Wright's proposal to this duty diverts effort from the commercial viewpoint of selling products at competitive prices.

(e) Why should Mr. Wright limit himself to insurance companies? Why not extend the idea to all the major banks with all their computer records being read by Inland Revenue con-

cerners? This idea would help solve tax evasion. However, I am sure that Mr. Wright would be amongst the first to complain about this invasion of his privacy.

(f) Does Mr. Wright really believe that the British motorist would absorb this extra cost without complaint? With insurance premium already very high due largely to inflation, any additional premium would be strongly resisted.

(g) As Swansea already have

great difficulty handling the existing system despite vast sums of money spent on its development, can Mr. Wright be certain that it could handle his proposal?

(h) How does Mr. Wright cater for those motorists who do not insure their policies? As one of his intentions is "... crime control ..." then these motorists would remain outside the law.

I am sure that there are other reasons which more educated people than myself can produce but I think that I have listed sufficient to confirm my earlier reaction.

R. S. Anderson,  
1. Farjour Drive,  
Kenley, Surrey.

### Negative lending rate

From Mr. H. J. Meyer

Sir.—We are the climacteric. It is national suicide to maintain the highest international minimum lending rate at the same time as we have the highest possible exchange rate for the pound.

It does not take a financial genius (merely a Swiss banker) to establish that when the exchange rate of a currency is too expensive for both its internal trade and its export potential and threatens to such in foreign money by its very firmness, a penalty on foreign money, rather than an exorbitant regard is what is required.

Because of the underlying inherent strength both of the British economy and the British natural resources (oil, coal, people) the exchange rate of the currency on a worldwide basis is bound to be high for the foreseeable future. It is therefore imperative that a negative minimum lending rate, as practised by Switzerland in a similar situation, is the only means to dampen down the monetary excesses now being experienced.

Therefore it is the duty of the Governor of the Bank of England to advise the Chancellor of the Exchequer that as of the earliest possible opportunity, the minimum lending rate is to be established at minus 2 per cent.

If this fall of 18 points in the cost of money does not regenerate the economy, the only alternative is destruction or war.

H. J. Meyer  
Studio,  
126, Burnt Oak Broadway,  
Edgware.

### Price of communication

From the Director, Telecommunications Users' Association

Sir—the managing director of British Telecommunications claimed that it was hitting the target of achieving reductions in real costs by 5 per cent each year (Financial Times, September 18).

It is difficult to square this assertion with tariff perform-

ance. In January 1980, telecommunications prices went up by about 15 per cent. A further increase of some 20 per cent has been applied for to take effect from November, 1980. Thus prices will have increased by 38 per cent by year end. This will have increased by 5 per cent yearly will have actually increased at over double the rate of inflation, 19 per cent in 1980, or over 45 per cent on an annualised rate, and Telecom prices, far from falling in line with costs in real terms

M. E. Corby,  
Tress House,  
37 Stamford Street, SE1.

### Cost and efficiency

Sir.—Your article (September 24) entitled "Time to call in the efficiency experts" quite rightly drew attention to the benefits local authorities can achieve from cost/efficiency assessments—particularly on a comparative basis. However,

the article rather understates the degree of interest in this matter amongst local authorities. In fact, the issue is at the forefront of current thinking and action amongst both councillors and executives, many of whose authorities have already taken part in detailed performance comparisons organised by ourselves and other bodies. The most recent of these related to public library systems, with 30 major local authorities participating in a pilot study which will be repeated regularly in the future on a larger scale. The aim of this and other studies which the Centre carries out is to enable local authorities to have reliable, comparable yardsticks which take into account not only the cost/efficiency of the services they provide, but (equally important) the quality of these services, and other relevant factors responsible for comparative differences in performance.

L. Taylor Harrington,  
Director, The Centre for Interfirm Comparisons,  
3, West Stockwell Street, Croydon.

### Cuts in local services

From Councillor Bryan Cossidy

Sir—When I read your first report on Monday, September 22, of Mr. Nott's warning of the possibility of increased taxes if government expenditure is not brought under control, I thought you must have misinterpreted him. Unfortunately, your issue of September 23 seemed to confirm the reports.

Therefore it is the duty of the Governor of the Bank of England to advise the Chancellor of the Exchequer that as of the earliest possible opportunity, the minimum lending rate is to be established at minus 2 per cent.

A sharp reduction in interest rates would not cause the money supply to run riot in the present recessionary circumstances. On the contrary, by making bank deposits less attractive and reducing the rate of accrual of overdraft interest, the Government's desired objectives would become more capable of achievement. For your own sake as well as ours.

Sir Geoffrey, Lower Minimum Lending Rate now.

Ian S. Muir,  
10, Linn Mill,  
South Queensferry.

This was well illustrated by a report on the same page of your September 23 issue about Cambridgeshire County Council planning to axe 420 jobs by the end of the year. The list you gave referred to teachers, police, firemen and some administrative staff. It is the administrative staff who are most easily dispensed with in local government. Very few councils have yet grasped this

nettle. The reason is quite simple. The people who put forward the recommendations for cuts are always the administrative staff. Obviously they will first seek to protect their own positions.

The same phenomenon obviously exists at central government level. The civil servants in charge of various programmes will always cut the services to the public rather than the ranks of their own bureaucratic empires.

As a staunch Tory I would be horrified at the thought of increases in taxes before the nettle of the bureaucracy has been properly cut down.

Bryan Cassidy,  
Member of the Greater London Council, for Hendon North,  
Members' Lobby,  
The County Hall, SE1.

Real rate of interest

From Mr. Ian S. Muir

Sir.—The debate which rages round the Government's economic policy is being conducted by politicians of both parties (and by the media) on a level increasingly remote from the real world. Just as the weather forecaster should occasionally raise his head from his satellite photographs and look out the window, so the economist should apply common sense in the application of even the soundest theories.

The Government is quite rightly anxious to keep the money supply and bank lending under control, and claims that high interest rates are necessary to achieve this. However, the statistics reveal a stubborn growth in Sterling M3 and bank lending "in spite of" penal rates of interest.

Might I suggest that the growth in these statistics is actually caused by high interest rates. Sterling M3 is a very inexact and incomplete definition of money supply and much of its apparent growth has been caused by the transfer of resources not included in the definition (but nevertheless real and already in existence) into bank deposits bearing attractive rates of interest. Equally, much of the apparent growth in bank lending is due to the capitalisation by the banks of large sums of unpaid overdraft interest.

## Vickers first half boost from BAC compensation

EXCLUDING Rolls-Royce Motors Holdings, the results of Vickers for the first half of 1980 show pre-tax profits of £12.62m against £8.89m, but include this time £2.17m, relating to prior years, being interest receivable on the final compensation for the group's holding in British Aircraft Corporation.

Pre-tax profits of Rolls-Royce Motors fell from £4.85m to £2.42m in the 24 weeks to June 14, but both R-R and Vickers are forecasting increased profits for the current year.

The Vickers board expects trading profits for the year, relating to those groups which were the Vickers activities, to exceed those for last year and in view of the compensation receipt, the forecast of a total dividend on increased capital of 12p (9.81p) is confirmed. The interim dividend is lifted from 3.85p to 4.55p.

Rolls-Royce Motors, the figures of which will be consolidated from August 6 this year, is expecting profits in excess of last year's £7.15m.

This is due to an improvement in North American trading conditions since the half-year, coupled with the introduction of the new motor car later this year and compensation expected from the cancellation of the Iranian tank engine contract.

Meanwhile sales of Vickers in the first half improved from £184.9m to £210.62m with trading profits of £11.86m against £12.6m—trading profits last year totalled £19.66m and pre-tax profits were £8.87m.

First half tax charge is £2.61m against £2.2m. Stated earnings per share before extraordinary items based on stock in issue at June 30, prior to the increase to effect the merger, are 21.6p compared with 9p at the same time last year.

The directors say that with the exception of the office equipment group, all principal activities achieved higher trading profits despite increasing competition. Vickers Australia has also returned to profitability.

The sale of the international machine division was completed on June 27 and the estimated trading loss prior to the date of sale has been included in the first half results.

The reduction in Rolls-Royce profits was caused by the difficult trading conditions in the North American motor industry and the continued depression in the diesel engine business, the directors say. Group sales amounted to £80.88m compared with £76.22m.

Interest payable in the 24 weeks amounts to £3.44m against £1.83m. There is a tax credit of £15.000 (£1.27m charge) leaving net profit at £1.38m compared with £3.33m.

### HIGHLIGHTS

Lex examines the four major company stories of the day. Vickers' profits are well up, helped by interest received on compensation payments, while the contribution from Rolls-Royce is down to £2.1m. George Wimpey's profits are up from £8.4m to £9.4m, while Dunlop's profits are down from £18m to £15m; but after tax of £1m the half year produces an attributable loss of £2m. Finally Lex looks at the figures from Tootal, where interim profits are down from £6.4m to £5.5m though the dividend is held steady. On the inside pages Brixton Estate has popped up with a £15m cash call from shareholders, and insurance broking company Alexander Howden closes the books on six-month figures, showing a modest rise in profits to £11.6m. Interim profits at Hanger Investments have suffered a sharp setback and the dividend is passed. Haden's profits are up by 5.4m and supermarket group Wm. Morrison has produced slightly higher profits. At APV a slightly lower contribution from UK companies took the edge off a better performance overseas and the profits are marginally down. Meantime Spear and Jackson's half-time showing is better than expected, and profits from HTV come out at £3.6m (£4.1m).

## £15m cash call by Brixton Estates

BY ANDREW TAYLOR

BRIXTON ESTATES has launched a £15m cash call on its shareholders with a one-for-four rights issue. At the same time the property group unveiled its interim figures which showed a 2.1 per cent rise in net rental income.

Mr. Harry Axton, group managing director and deputy chairman, said of Brixton's first ever rights issue: "Finance is available for all our current commitments, but if we are to involve ourselves in further major projects the capital base of the company needs to be increased."

The money is to be used initially, however, to reduce the group's short term borrowings in the UK. Brixton Estates shares fell 4p yesterday to 122p on news of the issue which has been underwritten by J. Henry Schroder Wag.

Shareholders are being offered one new share at 115p for every four now held. Medical and General Life Assurance Society, which holds 23.7 per cent of the voting rights in Brixton said yesterday that it intends to vote in favour of the new issue at an extraordinary meeting of shareholders to be held on October 13.

Along with the rights issue announcement Brixton has revealed its intention to declare a total dividend for the year of 3.04p net—a 25 per cent increase after allowing for effects of the rights issue.

Meanwhile, rental income from

the group's properties rose from £1.5m to £1.6m in the six months to the end of June, compared with the same period a year ago.

After allowing for interest and operating expenses investment profits rose by 2.8 per cent to £1.6m.

## Kwik-Fit gets £3.2m for Firestone depots sale

FAST expanding Kwik-Fit (Tyres and Exhausts) which last month bought Firestone Tire and Rubber's entire UK network of tyre and exhaust depots, announces that it has sold on to Dunlop, 81 of these depots for £3.2m cash.

This deal—which followed an approach by Dunlop—means that Kwik-Fit has recouped all the cash it laid out for the purchase of Firestone's 180 depots.

The company said yesterday that the depots being sold to Dunlop were considered by the management to be more suited to the wholesale distribution of tyres. Kwik-Fit is retaining 75 of the prime high street locations, which include a large number of custom-built depots. The company says these are particularly suited to the company's retail operations.

Kwik-Fit, which claims to be the largest independent operator of exhaust and tyre centres in Europe, will now be operating from 220 depots in the UK and

Europe, and a further 12 are scheduled to open this year.

Mr. Alec Stenson, chairman, said yesterday that the company's aim was for 250 centres in the UK and it was planned to open more in Europe. But the company "would run slowly," he added.

Of the remaining 24 depots purchased from Firestone, the company is retaining 10 for development and is not renewing 14 short leases.

Mr. Stenson said that the Firestone depots would have no significant effect on the current year's profits but would start contributing in 1981. Cash from the sale to Dunlop would be used to refurbish the depots.

In one of the group's largest acquisitions it acquired Euro Tyhouse last year for £10m. In the year ended February 29 1980 Kwik-Fit lifted profits by 74 per cent from £1.15m to £2m. In the current year the company is aiming for turnover of some £23m compared with £16m in 1979/80.

As for associates, improved results were again reported from Japan by Sumitomo Rubber Industries, but losses were incurred by Dunlop SA in France and International Synthetic Rubber Co.

Despite a fall in pre-tax profits, action taken on fixed and working capital expenditure has contained borrowings to well below planned levels.

Financing charges nevertheless increased, due mainly to higher interest rates.

Some shares in the wholly-owned subsidiary, Dunlop Zimbabwe, are to be offered to the public. An agreement has been reached with an issuing house in Salisbury under which approximately 25 per cent of the shares will shortly be offered for sale.

The half year loss per 50p share is shown at 2p (10.6p earnings) and the interim dividend is held at 2.65p, costing £3.5m. Last year's total payment was 5.3p.

On a current cost basis, operating profits amounted to £2m (£21m) and the loss attributable

absorbed £1.5m (£1.92m).

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## Dunlop slips into the red at the attributable level

WITH results throughout the group showing wide variations, and finance charges rising from £21m to £25m, taxable profits of Dunlop Holdings fell from £18m to £15m in the first half of 1980. Higher tax brought about a £2m loss at the attributable level, compared with a £1m profit for the corresponding period and a break-even position at the end of the last year.

The directors report that the current economic situation is combining to prevent an early return to adequate profitability.

Nevertheless, successful cash management is sustaining the group in the short term and the wide geographic and product spread of its activities remains a continuing source of considerable strength.

First half sales totalled £702m, a fall of £71m due mainly to the exclusion of Dunlop SA and Pirelli, which are not now subsidiaries but associates. Eliminating the effect of this change the value of first half sales was 7 per cent higher. Sterling value of overseas sales was £109m, up 7 per cent, as were UK sales of £93m. UK exports increased by 19 per cent to £51m.

After depreciation of £11m (£21m), operating profits amounted to £23m compared with £25m, which included £2m from Dunlop SA and Pirelli.

The directors say first quarter results were well ahead of 1979, which was depressed by £3m due to the lorry drivers strike, but this improvement was not maintained through the second quarter due to the deepening recession.

During the six months, UK tyre operations achieved some improvement in productivity and introduced further cost improvement programmes. However, the loss incurred was higher than in the first half of 1979 but was about the same level as the second half of that year.

The German tyre business, Continental European selling companies, sports and industrial groups all showed increased profits, as did its subsidiaries in the Far East and Africa.

In the UK, the engineering group was most affected by the steel strike and recorded lower profits. The consumer group in the UK and the US company were badly affected by the recession.

The strength of sterling since mid-1979 has reduced the sterling equivalent of the overseas companies' profits by £1m. The strength of sterling has also cut deeply into operating margins on UK exports.

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## Companies and Markets

## Wm. Morrison holds profit

**TAXABLE** profits of Wm. Morrison Supermarkets moved from £1.92m to £2.02m in the half-year to August 2, 1980, in line with the chairman's forecast at the AGM in May.

The directors say that the effects of the change in the anniversary of wage negotiations for the majority of staff have been absorbed and they are cautiously confident about the results for the year as a whole.

The current increased level of sales is being maintained and there are, they say, indications of a reduction in the rate of inflation, particularly on imported foodstuffs.

Borrowings are significantly lower than at the year-end and any further reductions in interest rates will obviously be beneficial, they add.

The interim dividend is a semi-annual 7p net. Last time a final of 1.5p was paid from pre-tax profits of £4.6m.

Sales for the six months showed a rise from £61.6m to £71.8m and operating profit increased from £2.14m to £2.39m. Interest charges, however, rose to £2.89m, compared with £2.40m. Rents and interest receivable were marginally lower at £165,000, against £169,000.

## Poor second quarter for Brown & Jackson

A POOR second quarter for Brown and Jackson, building and civil engineering contractor, has reduced first-half profits in 1980 from £1.35m to £1.33m on turnover £53.29m against £53.52m.

However, the group has successfully maintained and in several cases increased its market share, but at the expense of a fall in gross margins. Conditions in the second half are likely to continue to be very tough, the directors say.

The interim dividend is being maintained at 4p per share on capital increased by the May rights issue.

The subsidiary most affected was Tigner Roche (London) which made a loss of £247,000 compared with a net profit contribution last year of £783,000. This arose from a drastic cut in gross margins and increasing provisions for slow-moving stocks.

### • comment

The market took its usual vengeful swipe at a faltering star yesterday when, after an interim profit collapse, the capitalisation of Brown and Jackson was slashed by a third with a 40p share price slump. The group is pinning the blame on the knitwear importing side. Tigner Roche, in which the turnover into a £247,000 loss almost exactly matches the overall profit decline, has been drawn on to finance inventories and, faced with disappearing demand, the subsidiary was forced to pare gross margins back to the bone to clear away the debts. Elsewhere Autoguard increased its contribution from £300,000 to £504,000 and Gottfried and Paul chipped in £153,000 for the first time. Against that, the problems in the retail trade were reflected at Grakochus, the footwear business, which made £428,000 in the half year against £421,000 in only the second quarter of 1979. Brown and Jackson remains determined to stick to its acquisitive formula and should not be surprised for want of cash but the defence of market share in very tough trading conditions is taking its toll of gross margins in the second half. The message has been absorbed. After all, growth stocks do not offer prospective yields of 16.9 per cent even in a recession.

## Clarke, Nickolls at £302,000

Pre-tax profits of Clarke, Nickolls and Coombe, the property investment, management and development holding company, fell from £10.540 to

£302,570 in the six months to June 30, 1980.

Net rents and fees amounted to £334,403 (£326,791) but there was a net trading loss of £13,330 compared with profit last time of £7,711. Long-term interest charges totalled £10,248 (£10,259).

General expenses were up this time from £41,590 to £60,219 and dividends and interest charges took £57,964 (£27,887).

After deducting tax of £145,000 (£130,000), a loss on exchange rates this time of £7,468 and outside interests of £18,755 (£2,208), net profits were down from £173,532 to £130,346.

The interim dividend per 25p share is up from 15p to 17.5p net. Last year total dividends of 3.5p were paid from pre-tax profits of £942,588.

## Wiggins Teape declines in first half

FOLLOWING YESTERDAY'S announcement of group results for the first half of 1980, three BAT industries subsidiaries have pinned their figures for the period.

First-half turnover of Wiggins Teape Group, specialist paper maker, rose from £285.54m to £302.37m but pre-tax profits declined from £25.75m to £19.3m.

However, profits are higher than in the second half of 1979 when they totalled £17.82m, and Mr. Patrick Best, chairman, says

specialisation and a good geographical balance of business puts Wiggins in a better position than most paper companies to withstand the effects of recession.

Nevertheless he takes a gloomy view of prospects for 1981, saying the year will be the toughest the company has faced for many years and trading conditions are unlikely to improve significantly before 1982.

Of the six months under review, he says profits showed a substantial decline in the UK but improved significantly in European and overseas operations.

The group attributable balance for the first half finished well down at £19.83m (£17.82m) and the interim dividend—25p last time—is being passed.

At International Stores, trading profits rose from £0.04m to £0.73m, but a £3.44m (£0.21m) net deficit on rationalisation transactions resulted in pre-tax losses of £3.17m (£2.07m).

The directors report that the improvement in trading profitability has been maintained but has been offset by the high level of rationalisation costs arising from the major restructuring of

## Blue Bird falls but pays more

SECOND HALF pre-tax profits of Blue Bird Confectionery Holdings fell from £226,559 to £93,090 and for the full year to June 28, 1980 they were down from £533,099 to £334,315. Turnover of this confectioner and toffee manufacturer was lower at £10.24m compared with £10.95m.

The board says profitability in the first half of the current year is likely to reflect that prevailing to the end of June. Nevertheless, there are indications of a moderate growth in the volume of home sales up to mid-September, and the trend is definitely upwards.

It is therefore likely that, barring unforeseen national problems, profits should be substantially better in the second half.

The pre-tax figure was struck after depreciation and interest of £244,668 (£201,599) and taxation debits of £61,469 (£27,887). After tax substantially higher at £156,062 (£43,037) attributable profit is £178,253 (£510,062) and stated earnings per 25p share are 4.8p (13.9p).

The board says the increased dividend reflects its view that returns on ordinary shares generally in the UK are too low, particularly when compared with interest rates. It also reflects some cautious optimism for the future resulting from the extra efforts by all members of the company since the end of the financial year.

It is also decided to oppose the other Leftist proposals for an electoral college to select the party's leader and for the NEC to draw up the manifesto.

## Union to fight

THE EXECUTIVE of the 137,000-strong Union of Communication Workers decided yesterday to oppose at next week's Labour Party conference the mandatory reselection of MPs and to support the original Mikardo proposal on the issue.

The directors report that the improvement in trading profitability has been maintained but has been offset by the high level of rationalisation costs arising from the major restructuring of

FROM increased turnover of £107,26m against £99.1m, profits before tax of Haden Carrier, building services and metal finishing engineer, rose from £1.15m to £1.69m in the first six months of 1980.

Mr. P. G. Simonds, chairman, says the year is developing in the manner forecast in his statement in the last annual report, and should maintain the steady improvement achieved in the past two years.

The interim dividend is being lifted from 2.25p to 3.6p. Last year's total was 10p from pre-tax profits of £3.78m.

The chairman says that demand for the group's mechanical and electrical engineering services in the UK has held up well and in the Middle East, improved performance on current contracts has been maintained.

In metal finishing operations, there has been a steady performance in UK and Spain, coupled with good order intakes in U.S., France and Belgium.

### • comment

Haden Carrier's 46 per cent pre-tax profit increase in the first half is due mainly to the elimination of losses in France and the Middle East. In the Middle East, where the group has suffered in the past few years from two large unpredictable contracts, new work is providing more satisfactory revenue. In France and in the U.S., Carrier Drysys is enjoying a surge of orders for its metal paint shops as the major U.S. car manufacturers switch to small car production. Profits at Universal King in the U.S., where a new conveyor system factory has been built, have been slower to develop and the Australian loss, £300,000 last year, will be reduced but not eliminated this year. Margins in the UK, where the group does half its business, are under pressure but the outlook for the remainder of the year remains very promising. Group pre-tax profit could reach 4.5m. Even after the shares gained 7p yesterday to 146p, the prospective fully-taxed p/e is only about 5 and the prospective yield a tantalising 11 per cent.

## Waring and Gillow's U.S. expansion

Waring and Gillow, the stores company, has purchased Kilmel, a U.S. company operating three furnishing stores, for \$1m cash.

Waring and Gillow is to

TAXABLE profits of Office and Electronic Machines, office equipment distributor, slipped from £1.48m to £1.37m in the first six months of 1980, on turnover down 9.7 per cent at £12.28m.

While they expect trading conditions to remain difficult for the second half, directors say the group is maintaining its market share.

They are repeating the interim dividend of 2.5p—last year a total of 5.5p was paid from pre-tax profits of £3.11m.

Earnings after tax of £713,253 (£276,371), are shown as 10.75p (11.56p). The dividend absorbs £153,125 (same), leaving a retained surplus of £560,266 (£250,220). Depreciation this time amounted to £62,801 (£54,446).

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## MINING NEWS

**Renison finds more tin ore**

BY KENNETH MARSTON, MINING EDITOR

**T**HREE consolidated Gold Fields show of hands against the group's highly profitable Renison tin operation in Tasmania has increased its ore potential. At the Sydney meeting Mr. Brian Ryan, the chairman, said that exploration of the mining lease area has defined sufficient new ore reserves which compensate for ore mined and add a further 700,000 tonnes to the ore reserves.

In addition, exploration work on the mine lease area has proved encouraging in the Blue Tier area of north-east Tasmania in which Renison has a 61 per cent interest. Drilling has indicated a moderate tonnage of low grade, but metallurgically simple, tin mineralisation.

Mr. Ryan said that studies of the Blue Tier area show that the grade may support a viable operation if the ore tonnage can be expanded. So far the tonnage necessary to support a mining operation there has not been defined.

The meeting approved Renison's capital proposals. These are that each of the fully paid 50 cent shares be subdivided into two shares of 25 cents. The company will now go ahead with the already announced scrip issue of three new 25 cent shares for each 20 scrip shares of 25 cents held on October 18.

In the year to last June when Gold Fields group profit before interest, and tax advanced, by 51 per cent to £159.7m, the contribution of mining operations of subsidiary companies jumped by 48 per cent to £20.8m and the largest contributor in this section was again Renison.

**South Crofty opposition**

**T**HE BOARD of South Crofty, the Cornish tin mining company controlled by St. Piran, yesterday faced a revolt of small shareholders at the Camborne annual meeting.

From former South Crofty chairman, Colonel Peter Buchanan, there was a demand for a board reconstruction so that a majority of directors would stand against Cornish residents.

From the attending shareholders in general there was a decision to show hands against the re-election of four St. Piran nominated directors, including the chairman, Mr. Malcolm Stone. The others were Messrs. Victor Skinner, William Shaw and J. S. Barnett.

There was an equally decisive

**Duiker raising funds for new gold venture**

**L**A RGE in order to finance its initial share of the development cost of the proposed new gold mining operation in South Africa's Erfdeel-Dankbaarheid area of the Orange Free State, the Lonrho group's Duiker Exploration is to make a rights issue. Further details, it is stated, will be announced on or before October 6.

It is added, however, that Tweewesten United Collieries and Witbank Consolidated Coal Mines, which are the beneficial owners of approximately 23.5 per cent and 15 per cent respectively of Duiker, will receive their entitlements in the issue in favour of their shareholders. The latter will be offered these share entitlements direct by Duiker.

Mining rights to the Erfdeel-Dankbaarheid area are owned as to 60 per cent by the Anglo American Corporation group and 40 per cent by Duiker. Although the area contains some 62m tonnes of mineable ore, the gold grade is low at about 4.5 grammes per tonne and it would probably not be a profitable proposition as a mine in its own right.

But, as reported here in July, the plan is to tackle it as an extension of the existing Free State Saaplaas mine. The nearby Welkom and Western Holdings mines are to be combined and Free State Saaplaas will cede the enlarged mining lease area to Western Holdings thereby making use of both operating and, importantly, tax advantages.

Gross revenue and expenditure of the new mining area will be shared as to 15 per cent by Western Holdings and 85 per cent by a new company to be formed. Initial bidders of the new company will be Anglo American and participants 25 per cent, Anglo American Gold Investment 9.5 per cent, Duiker 38 per cent and Western Holdings 10 per cent. A listing for shares in the new company will be considered in due course.

Asaro said payments on class A shares and to Billiton represent a priority distribution in accordance with previous arrangements made to secure the equity capital needed to complete the Cuajone mine. Asaro will receive 50.5 per cent and the other shareholders - Marmon Group will receive \$2.6m, Newmont Mining Corporation \$6.4m, and Phelps Dodge Corporation \$7.9m.

**Dividend after eight years**

The first dividend since 1972 will be paid by Southern Peru Copper Corporation Unit which is 52.3 per cent owned by Asaro.

The dividend and a joint venture distribution will amount to about \$69.7m (£23m).

Southern Peru will pay \$42.3m to its shareholders in accordance with their investment in class A, shares and common stock. The balance of \$27.4m will go to Royal Dutch Shell Group's BHPA, the joint venture with Southern Peru in the \$726m Chuquicamata copper project.

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**Ransomes lays off 400**

BY ELAINE WILLIAMS

**A**BOUT 400 redundancies and short-time for 2,000 workers were announced yesterday by Ransomes, Sims and Jefferies, the Ipswich agricultural machinery manufacturer.

Production is to be cut by 20 per cent with most workers starting a four-day week from Monday. Talks are taking place between unions and management to discuss the cuts.

A further 100 jobs could be lost at Richard Garrett, the engineering company based at

Leiston, Suffolk over the next two weeks.

The Official Receiver was called in two months ago when Garretts failed to raise £1m from bankers to keep themselves operating. Negotiations over the company's future continue.

The engineering company of Charles Wicksteed of Kettering, Northants, is to close its machine tool division after 70 years' operation. One quarter of the company's 200 strong workforce is to be made redundant next month. Wicksteed will concentrate, instead, on the manufacture of children's playground equipment.

**E**SSO plan for chemical plant is approved

By Martin Dickson

**ESSO CHEMICALS** has been given the go-ahead by Fife Region's planning committee to change the location of its planned £300m ethylene cracker from one part of the huge Mossmorran petro-chemicals complex to another part of the site.

Esso was given planning permission for the plant by the Government last year. But, in March, the company applied to change the cracker's location from the northeast quadrant of the Mossmorran site to the southwest one. This would allow the northern part of the site to be left free for downstream petrochemicals works.

Esso expects to start site preparation in March next year and to bring the cracker on stream by the end of 1984. There has been no indication which downstream plants might make use of the cracker's ethylene - a basic building block of the chemicals industry. But Esso said recently that Mossmorran was one of a number of European locations where it was considering further downstream activity.

**H**igh Court post for Thorpe case prosecutor

**M**R. PETER TAYLOR, QC, who conducted the prosecution in the Jeremy Thorpe trial last year, has been appointed a High Court judge, it was announced today.

He succeeds Mr. Justice Griffiths who was appointed a Lord Justice of Appeal in July. Five new circuit judges and three recorders were also named today.

The judges are, for the southeastern circuit, Mr. Francis John Aglionby, Mr. John Hunter, Mr. Aron Owen and Mr. Alastair Newburn Troup.

**S**PAIN

	Fines	%	+/-
September 25	240	1.0	+2
Banco Bilbao	240	1.4	8.4
Banco Central	268	1.4	8.5
Banco Exterior	210	1.4	8.5
Banco Industrial	227	1.4	8.5
Banco Madrid	141	1.4	8.5
Banco Santander	271	1.4	8.5
Banco Urquiza	248	1.4	8.5
Banco Vizcaya	248	1.4	8.5
Banco Zaragoza	248	1.4	8.5
Oriental	710	1.4	8.5
Expozinc	63.7	1.0	+0.8
Gal. Preciados	31.5	1.0	+2.5
Huertea	68.7	1.0	-0.3
Iberduero	65.5	1.0	-0.5
Petrolibra	112	1.0	-1
Sociedad	102	1.0	-1
Telefonica	63.5	1.0	-0.8
Union Elect.	68.5	1.0	-0.8

\* Accounts not prepared under provisions of SSAP 15.

**ENGINEERING FACTORY FOR SALE****As An Ongoing Business**

**O**'Connor Engineering Limited (in receivership) manufactures agricultural machinery and operates an engineering plant at Tubber, Co. Clare, Ireland. Dermot Fitzgerald, receiver and manager of O'Connor Engineering Limited is offering the following for sale:

Factory premises of 50,000 sq. ft. covered area on a site of five acres.

Plant, machinery, fixtures and fittings, raw material, work-in-progress and finished stock.

A skilled workforce and nationwide network of dealers is available.

For further details and permission to inspect apply to the Receiver:-

Dermot Fitzgerald F.C.A.,  
Craig Gardner & Co.,  
Sarsfield House, Francis Street, Limerick

**Manor National dives into loss**

**C**ONSIDERABLY lower trading margins and unexpected problems over the acquisition of C.G.S.B. Holdings has resulted in Manor National Group Motors reporting a loss of £21,000 for the half-year to June 30, 1980. Last year there was a pre-tax profit of £723,000. Turnover fell from £24.3m to £23.5m.

The chairman says strong action has been taken at C.G.S.B. to reduce current trading losses. Stocks and debtors have been reduced overmanning has been identified and a redundancy programme carried out; unprofitable branches have been closed and consequently bank borrowings have been lowered by £1m.

Steps have been taken to improve profit margins, and as a result the way has been paved for achieving profitability.

With regard to C.G.S.B., the chairman reported in his last annual statement: "Profits for the year ended September 30, 1979, had been estimated at £45,000. The audited accounts for the 15 months to December 31, 1979, show losses of £215,000, and trading for the first three months of 1980 continues to show losses."

He now says it is evident from reports received from the auditors that "adjustments will be required to the reserves at January 1, 1980, to be made to what in the board's view, is an overvaluation of stocks at that date. In the light of this and the assurances given in the offer document by the C.G.S.B. directors and their advisers, further professional advice is being sought."

No interim dividend is being paid against 1p last time and a total of 2.5p from pre-tax profits of £1.23m. The board says favourable consideration will be given to the payment of a final dividend when the results for the full year have been ascertained.

The company is looking to British Leyland for new models to assist sales and profits. With the new Ital and Metro it expects increases in sales volume and profitability. This, together with other model improvements will, in the short term, assist until the new Bantam model is introduced from which the company expects long-term benefits.

Difficult trading conditions are very much in evidence, says the

chairman, but tight control of investment in stocks and debtors will continue to assist in reduction of interest charges.

After tax of £31,000 (£28,000 in the first half and an extraordinary debit of £68,000 (credit £42,000)), there is a loss of 20p per share of £7.3p (earnings 4.2p).

**Setback for Hunt & Moscrop**

**W**ITH second half pre-tax profits ploughing from £284,568 to £50,113, Hunt and Moscrop (Middleton), industrial machinery manufacturer, reports figures down from £390,568 to £258,113 for the full year to June 30, 1980. Turnover was slightly lower at £20.04m compared with £20.45m.

The chairman says trading conditions continued to be extremely difficult in the second half, with the high cost of borrowing adversely affecting the results. Interest charges for the year accounted for £326,263 (£161,511).

The reorganisation programme is producing a more efficient structure well able to cope with the varying demands in this sector. The combination of this and the improving cash generation means the board can recommend the maintenance of the final dividend. This will be 5.425p net against 5.4272p for a total of 0.8p (£0.9022p). Dividends absorb £310,904.

Trading profit for the year was £303,760 (£1.11m). Associates losses were £19,384 (£16,887) and after minorities of £9,830 (£4,983), and tax of £46,498 (£22,845), net profits came out at £221,444 (£713,196). Reorganisation costs less tax amounted in £501,742 (£20,861). Reserves at June 30 were lower at £2.82m compared with £3.17m.

The directors believe that from the current order position, the group is maintaining its share of the market with export sales continuing at reasonable levels.

**Interim Statement**

	Amounts to 30.6.80 £m	Amounts to 30.6.79 £m	Year 1979 £m
Turnover: Work carried out by the Group including attributable Share of Associates	510.0	428.0	1004.0
Operating Profit including Share of Associates	18.0	12.0	59.9
Interest Payable less Receivable	8.6	3.6	12.6
Profit Before Taxation	9.4	8.4	47.3
Taxation	2.4	2.0	6.6
	7.0	6.4	40.7
Attributable Minority Losses/(Profits)	0.3	(0.1)	0.2
Profit After Taxation	7.3	6.3	40.9
Attributable to Shareholders	7.3	6.3	40.9
Extraordinary Items	0.8	—	—
Profit After Taxation and Extraordinary Items Attributable to Shareholders	8.1	6.3	40.9

The Directors have declared an interim dividend of 0.85p per share (0.75p) totalling £2,176,000 (£1,920,000) which will be paid on 8th January, 1981 to all shareholders on the register at 7th November, 1980.

**The Chairman Mr. R. B. Smith, comments:**

During the first six months of 1980 good progress has been made on contracts at home and overseas. In the United Kingdom the number of legally completed house sales was higher than during the same period in 1979.

The increase in turnover of 19% and in profit before tax of 12% is partly due to the more normal working conditions in the United Kingdom compared with those caused by the bad weather in early 1979. The £800,000 extraordinary profit arises from the sale of an investment.

In reviewing prospects for the full year it must be said that, in common with many other companies, we had hoped for a more substantial reduction in interest rates by the middle of the year. Although present borrowings are below the level they were in December 1979, the current

interest rates not only reduce profits but deter investment by potential customers. There is evidence that since May there has been a marked reduction of deposits placed by intending house purchasers, the full effects of which will not be felt until next year. Despite these factors we are of the opinion that the results for the year will be satisfactory considering the depression in the UK and the pressures in overseas markets.

Although the order book at the end of June was higher in real terms than at the same time in 1979, I still hold the view expressed at the Annual General Meeting that 1981 could be our most difficult year.

George Wimpey Limited,  
Hammersmith Grove,  
London W6 7EN.

## Diamond Intl. hit by slump in housing

By Our Financial Staff

**DIAMOND INTERNATIONAL**, the forest products group in which Sir James Goldsmith's Cavendish Development has a 24 per cent stake, saw third quarter profits slump by 33 per cent from \$14.92m to \$9.21m.

Sales for the 12 weeks were down from \$313m to \$304.5m and earnings per share dropped from \$1.11 previously to 77 cents. This, however, represents an improvement on the second quarter earnings of 53 cents a share.

After nine months net profits were 41 per cent down at \$25.94 compared with \$43.99m with earnings per share at \$1.77 against \$2.27. Sales for the nine months came to \$861.8m (\$834.4m previously).

Mr. William Koslo, the chairman, said the principal reason for the fall from last year's record figures were the continuing slump in housing starts and the start-up expenses related to new facilities.

Lumber and retail building materials, two important segments of the business which normally account for around 38 per cent of sales and 44 per cent of profits, were significantly affected by the downturn in housing and construction.

Mr. Koslo said: "High mortgage rates and uncertainty as to the general economic outlook are continuing to prevail nationwide and they are currently having an adverse impact on the housing market. However, we are optimistic about a recovery and turnaround in this area by the first quarter of 1981."

Diamond's other interests include packaging, pulp, paper and printing.

## Bank discloses review plans

By Our Financial Staff

**CONTINENTAL ILLINOIS**, the Chicago-based bank holding company, is conducting a comprehensive review of its operations "with an eye to decreasing or eliminating unprofitable or very low yielding activities," said Mr. David Taylor, executive vice-president and treasurer. He did not identify any operations that might be pruned.

Mr. George Baker, vice-president, general banking services, said Continental Illinois expects growth in its commercial, multinational and international loans in 1981 or 5 to 10 per cent.

## German group bidding for General Motors unit

By IAN HARGREAVES IN NEW YORK

**GENERAL MOTORS** is understood to be holding talks with IBM Holding of West Germany about the possible sale of CM's Terex division, which makes heavy duty construction vehicles.

GM would not confirm reports of negotiations yesterday, but the sale would fit into the company's policy of selling interests outside its mainline motor business, which is in the middle of a five-year, \$40bn capital re-investment programme, stretching the resources even of the mighty GM.

Terex, which GM acquired in 1953, is a relatively small firm in the U.S. construction equipment industry and Wall Street analysts believe that the division has struggled to make profits in the shadow of bigger competitors such as Caterpillar.

Terex is thought to have annual revenues of about \$500m, compared with Caterpillar's \$7.5bn, and could be worth about \$250m to the Germans.

With the U.S. construction industry still firmly in recession, Terex is almost certainly operating deep in the red. But it would be attractive to IBM, which earlier this year bought a stake in Pettibone, a Chicago-based construction equipment company.

At this stage, IBM's stake is 13 per cent but is seeking to raise it to 25 per cent. The company has also made extensive acquisitions in Europe, including Hymac of the UK and Massey-Ferguson's Hanomag subsidiary, Powell Duffryn, the UK engineering group, in turn has a 23 per cent stake in IBM from its sale of Hymac to IBM.

The figures, however, could be erratic; some companies are not counting current sales of their new model year because the new model year does not officially start until next month.

One reason for this is that Chrysler, in particular, will be anxious to produce the best possible sales figures for October in order to build confidence in its new K-car models on which the survival of the company is pinned.

## Sharp downturn at Measurex

BY OUR FINANCIAL STAFF

**THE SETBACK** in orders for its computerised control systems in the first half of the year has caught up with Measurex Corporation in the third quarter. But there are signs that the situation is improving.

Profits for the first nine months show a 23 per cent fall to \$3.7m or \$1.63 a share. The board is making no estimate of the outlook, however. Sales for the period are \$4.4m at \$90.2m while the order backlog has dropped from \$30.7m to \$26.4m.

In the third quarter, profits tumbled from \$2.5m to \$1.4m or 41 cents a share. Sales were also down sharply from \$29.9m against \$31.5m.

Measurex attributed the third quarter net earnings to a decline in equipment sales revenues which in turn reflected lower orders in the first half of the year.

It said that equipment orders improved in the third quarter to \$19.5m from \$17.0m in the comparable period.

The balance sheet strengthened in the third quarter. Accounts receivable improved by \$4.1m to \$40.7m and inventories were reduced by \$1m to \$47.4m.

In 1979, Measurex, which manufactures computer-based control systems for the pulp and paper, and rubber, plastics and metals industries, earned \$2.82

a share on sales of \$119m. Foreign operations provided 60 per cent of sales and 51 per cent of earnings.

But during the first half of the current year, profit margins tightened sharply as a result of higher servicing costs and earnings began to slip lower. The additional blow of reduced orders as the pulp and paper industry began to feel the recession clearly hurt the company in the third quarter.

The company has developed a line of energy management systems which in fiscal 1977 brought in 9 per cent. In June, the board noted increasing orders for such systems.

## Del Monte to diversify from canned products

By Our Financial Staff

**NEW YORK-Del Monte** Corporation is diversifying away from the canned fruits and vegetables that long have been a fixture on grocery store shelves.

Its marketing efforts will focus instead on fresh fruits, frozen foods, ethnic foods and low calorie desserts, which show more growth potential than the traditional canned food lines, according to Mr. Richard Landis, the chairman.

Pineapple production illustrates the changes to be implemented under the current five-

year plan. Del Monte's pineapple-growing Philippine subsidiary appears to have reached its full potential, while canned fruits are yielding lower profits. No additional investments are planned for now in Asia but the company is diversifying its production sources by developing a new pineapple farm in Costa Rica. The fruit grown there will be shipped fresh, rather than in cans, to the eastern U.S. and Europe, where Del Monte seeks an expanded market share.

AP-DJ

## City Investing plans to divest

By Our Financial Staff

**THE DIRECTORS** of City Investing, the U.S. conglomerate, have approved plans for the sale of assets with a book value of \$541m. The assets are estimated to have a market value of around \$800m.

The company said the move towards the sale represented the first phase of a programme designed to realise the value of the company's assets. The objective was to maximise returns to shareholders and the proceeds of the sale would mainly be applied to reducing debts, it said.

## South African credit set for market

By Peter Monaghan

**SOUTH AFRICA'S** \$250m Eurocredit looks set for open market syndication next week.

A five or six bank second-tier management group is virtually complete and it is already confirmed that Commerzbank, Kreidelinbank International and Standard Chartered have joined.

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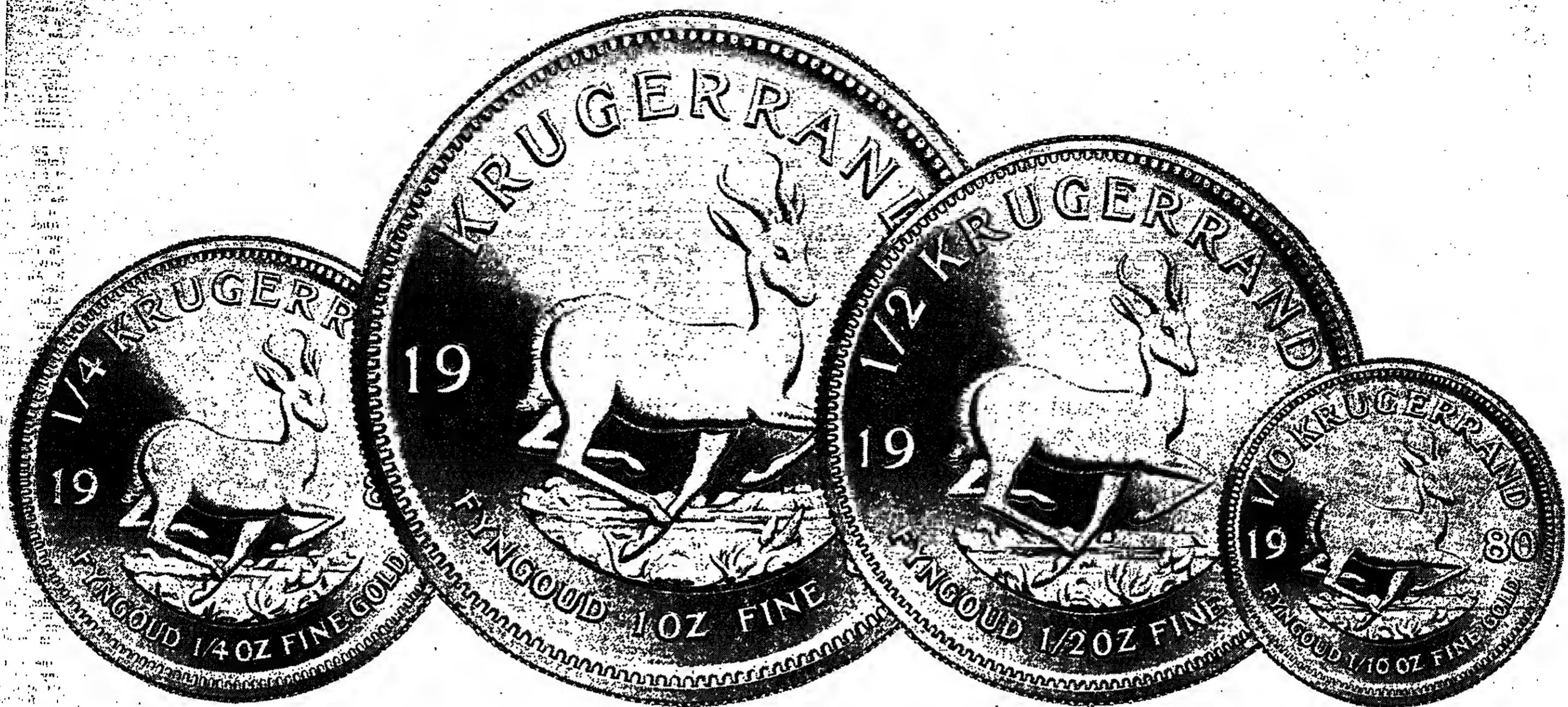
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مكتوم من الذهب



# NOW THE KRUGERRAND OFFERS YOU FOUR WAYS TO MAKE A SOLID GOLD INVESTMENT.

There are very few investments that are as good as gold.

Sales of over 29 million of the one ounce Krugerrand have established this bullion coin as the world's best way for the private investor to own gold.

Now the Krugerrand is available in four exact gold weights, the original one ounce coin and also the new half, quarter and tenth ounce Krugerrands.

Four Krugerrands give you four opportunities to invest in gold, so the value of your investment can be tailored exactly to your requirements.

With a full range of precise gold weights you can start by making a small investment and build on it, regularly.

Gold has always been a good investment. Consider the facts:

Gold has been prized the world over from time immemorial.

The wealthiest countries in the world hold gold in reserve and while the paper purchasing power of currency tends to diminish year by year, the value of gold tends to increase in the long-term.

Of course, market pressures may make its price somewhat volatile in the

short-term. But if history is anything to go by, the long-term trend is for gold to hold its value, unlike many other forms of investment, which is why many investors see it as a hedge against inflation.

So there's a lot to be said for owning a certain amount of gold and Krugerrands are the really bright way to own it.

#### **Buying Krugerrands is simple.**

You can buy as many of these beautiful gold bullion coins as you like from most major banks.

And, because each Krugerrand contains an exact ounce of pure gold, or fraction thereof ( $\frac{1}{2}$ ;  $\frac{1}{4}$ ;  $\frac{1}{10}$ ), you can always know the exact value of your investment by checking the gold price which is quoted daily, per ounce, in

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Companies and Markets

**INTERNATIONAL COMPANIES and FINANCE****COMPETITION LIKELY TO HIT EARNINGS****Krupp begins to feel slowdown**

BY ROGER BOYES IN BONN

**KRUPP**, the West German steel, shipbuilding and engineering group, pushed up sales and orders during the first half of 1980 but it is beginning to feel the effect of the economic slowdown both at home and abroad. Sharper international competition is also likely to hit earnings this year.

The Krupp group announced yesterday that it booked orders of DM 7.2bn (\$4bn) in the first half, an increase of 8 per cent compared with the same period last year. Domestic orders rose 16 per cent but export orders plunged by 7 per cent.

The intense competition on international markets were taken at prices which little more than cover costs. Inevitably this will affect profits, though the group gives no details, saying only that "negative factors are expected to be

stronger in the second half of 1980".

Sales within the group rose by 9 per cent to DM 6.1bn for the first six months, however. This was principally because of 20 per cent growth in domestic business to DM 4.1bn, reflecting the generally healthy state of the German economy in the first half, the strong investment climate and a tendency for many sectors to stockpile.

However, the German economy has entered a slowdown—forecasters are reluctant to call it a recession—and this will probably have an effect on domestic sales in the coming year.

Export sales fell by 14 per cent to DM 1.4bn, although the sales of foreign subsidiaries rose by 14 per cent. Krupp's foreign subsidiaries also gave an important boost to the order books.

Krupp is widely diversified.

Its main interests now include steel, shipbuilding, plant manufacture, mechanical engineering and trading. However, some of the divisions are stuck in the middle of structural crises—steel and shipbuilding—while others are especially vulnerable to political and economic fluctuation abroad, such as the plant making division.

The overall effect is that Krupp is hit hard during times of global recession. Krupp's order figures are already beginning to show this. While orders for tomorrow's steel showed a slight increase in the first half, special steels have been particularly badly affected by the flagging demand from the motor industry. Meanwhile, the cost of ore and fuel oil is soaring and prices are falling. Sales for the half rose 7 per cent to DM 3.2bn.

Similarly in shipbuilding, business is lagging. Although

Weser booked three contracts for ship conversions, the prices obtained were below those needed to cover costs. Orders in the plantmaking division revealed a more encouraging trend, but they were still below last year's level.

The relatively strong Deutsche Mark (against the yen, for example), the fact that its competitors receive government export aid, the high German labour costs and above all the economic uncertainty in many markets all took their toll.

Even the trading division was not immune from world events, losing significant steel exporting orders from Iran and China. However, these were adequately compensated by increased deliveries to India, Spain and Nigeria; and, overall, the division enjoyed an above-average rise in demand, slowing a 4 per cent sales rise to DM 2bn.

**First-half setback leads Dutch trader to revise forecast**

BY CHARLES BATCHELOR IN AMSTERDAM

A SHARP decline in operating profits for the first half of 1980 is reported by Deli, the Dutch trading group.

As a result profits for the whole of the year are expected to be lower, whereas earlier forecasts from Deli had suggested a slight earnings gain for 1980.

Sales for the six months rose by 9 per cent to Fl 861m. Net profits showed a gain of 29 per cent to Fl 4m (\$2m) but this resulted almost exclusively from a halved tax bill and a fall in the profits attributable to third parties.

Even the trading division was not immune from world events, losing significant steel exporting orders from Iran and China. However, these were adequately compensated by increased deliveries to India, Spain and Nigeria; and, overall, the division enjoyed an above-average rise in demand, slowing a 4 per cent sales rise to DM 2bn.

international trading company, returned to the black. With a Fl 1.03m (\$500,000) net profit in the first half, in the corresponding period of 1979 it posted an adjusted loss of Fl 2.15m.

Hagemeyer said its operating result for the first half amounted to Fl 33.1m, up 16.1 per cent from Fl 28.5m a year earlier. It said that for comparative purposes, the 1979 figure has been adjusted by the elimination of reorganisation costs amounting to Fl 4.7m, which were charged to the provision for reorganisation at the end of fiscal 1979.

Turnover in the first six months of 1980 rose by almost 17 per cent to Fl 528.7m, from Fl 364m.

Net profit per share amounted to Fl 0.71 in the first half compared with an adjusted loss of Fl 1.49 a year earlier.

The trading company said that an exchange profit of Fl 500,000 (Fl 1.3m previously) was not included in the results. Hagemeyer said the 1980 half-year figures confirmed its confidence in a gradual improvement of the results.

**Swiss move by landesbank**

BY JOHN WICKS IN ZURICH

BAKOLIA (SWITZERLAND) is to open in Zurich next month as a fully-owned subsidiary of the German bank Badische Kommandit. Landesbank-Girozentrale. This will be the second Swiss operation by the bank, which already owns the finance subsidiary Forstalierung und Finanz.

During the past fiscal year, AIPM acquired two smaller paper products firms as a result of which its sales in the April to June period of 1980 increased by 184 per cent and its net profit by 180 per cent to 151.7m.

AIPM is currently preparing to raise capital on the American Stock Exchange.

Meanwhile, Elscint, Israel's producer of tomographs (scanners) and other nuclear medical instrumentation, intends to market an additional 600,000 shares in the U.S. The \$10 shares currently being traded over the counter in the U.S. have risen in the past six months from \$11 to \$26 because of the success of the company's digital nuclear imaging cameras and scanners.

The new company is to concentrate on portfolio management and consulting services on behalf of the parent's German clients. These are showing increasing interest in the use of Zurich as a Euromarket centre, the bank stated.

Recently there has been increased interest in Switzerland on the part of German banks. There are still only few of them with a Zurich base, since the two countries have an unwritten agreement not to "poach" on the territory of the other.

This, however, applies primarily to domestic business, which is virtually unaffected by such an operation as Bakola.

Net new money raised on the Swiss capital market rose by a factor of more than three during the first six months of 1980. According to the central bank report, net inflows surged upwards to SwFr 6.35bn from SwFr 2.04bn during the opening half of 1979.

Domestic bonds led the way with growth of SwFr 2.1bn followed by foreign bonds which raised an extra SwFr 1.46bn. Equity issues raised an additional SwFr 2.37m.

**THE REGIONAL GOVERNMENT OF TUSCANY**

at the

**BRITISH INTERNATIONAL FOOTWEAR FAIR**

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## Redcliff project developer sought

By James North in Sydney

**THE SOUTH** Australian Government is seeking a major group to participate in the \$1.17bn (US\$1.17bn) Redcliff petrochemical project after failing to convince Dow Chemical of the U.S. to commit itself to the venture.

The South Australian Premier, Mr. David Tonkin, travelled to Dow's Michigan headquarters after recent reports suggested the U.S. group would pull out of the venture. But Dow, which has been considering the Redcliff project for nine years, said it was unable to make a decision for about two years. Dow had the exclusive right to develop Redcliff, but this has now been removed by the South Australian Government.

Mr. Tonkin will visit Tokyo to talk to Japanese groups which have expressed interest in financing Dow in the project. Mitsui is known to be one of the parties, and Sumitomo and Mitsubishi are reportedly also interested.

Mr. Tonkin said from Vancouver yesterday that Dow would continue with its interest and would be welcomed. The U.S. group would continue its environmental studies to show good faith.

Dow had told him that it wanted to defer a decision on Redcliff because of the present world situation and the general recession.

## EDR issue from Uny Company

By Our Financial Staff

**UNY COMPANY**, the Japanese retailer, plans to raise around \$35m (equivalent to some Y2.5bn through the issue of 5m shares of common stock represented by European Depository Receipts (EDRs).

The proceeds of the issue will be used to expand operations in Japan, where new stores are to be opened. The date set for the issue is October 15, and the shares are expected to be priced at a discount of roughly 5 per cent on today's price on the Tokyo Stock Exchange. Last night the shares closed at Y870 (about \$1.10 each).

The sale will take place in U.S. dollars through an international selling group, the lead manager in which is Nomura Europe and the other members Robert Fleming and Co., Lombard Odier International, and Tokai Kyowa Morgan Grenfell, which will together underwrite the issue. Citibank, N.A. will issue the EDRs, as the depositary, initially in the denomination of 10,000 shares. Uny's shares are quoted on the Tokyo and Nagoya stock exchanges.

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"In accordance with terms and conditions of the Floating Rate Subordinated Notes due 1984, the rate of interest for the interest period 20th September 1980 to 20th March 1981 has been fixed at 13.1% per annum. The Coupon Amount of U.S.\$36.35 will be payable on 20th March, 1981 against浮息票券 No. 20th September, 1980.

Manufacturers Hanover Limited Agent Bank

## Aviation division brings setback at Swire Pacific

BY OUR HONG KONG CORRESPONDENT

**THE SWIRE PACIFIC** group has reported half-year profits less than half last year's mid-term results and less than its portion of the interim profits turned in by one publicly quoted subsidiary, Swire Properties.

Earnings for the six months to June 30 came to HK\$887.2m (US\$17.5m), compared with HK\$17.8m last year, although the dividend is maintained at 17 cents a share on the "A" shares and at 3 cents a share on the "B" shares.

Behind the results lie rising fuel and wage costs plaguing the subsidiary, Cathay Pacific Airways. Cathay's was hit in the second half of 1979, when oil prices shot up and severe foreign exchange losses arose from the strength of the foreign exchanges of the Japanese yen in which an estimated one-third of its revenue are denominated.

Those factors, combined with a slowdown in the growth of the

market, held the group's profits down in 1979 to HK\$327.9m, a less than 1 per cent increase from the previous year.

The group will not divulge exact figures on the performance of its divisions, but since Swire Properties alone brought in about HK\$92m in the first half, and since the aviation division was cited as the worst performer in that period, there are indications that the airline is now running in the red.

But Mr. John Bremeridge, the chairman forecasts that earnings for the full year will still be "appreciably better" than last year. He predicts that Cathay Pacific's performance will improve, and notes that the group will net HK\$243m of the HK\$360m that Swire Properties is expected to turn in.

However, Cathay Pacific treats income from aircraft sales as recurrent earnings, not extraordinary gains. It has already sold one Lockheed 1011 TriStar

in the second half and hopes to put some of its older Boeing 707s up for sale.

Mr. Bremeridge said he expects the two other divisions—industries, shipping, and offshore services—to do better in the second half than they did in the first. Industries is plagued by sharp increases in sugar costs, recession in its major markets, and the failure of a chemical plant that the group was forced to write off because of seriously defective equipment.

In shipping and offshore services, two large crane ships were used less than expected and Hongkong United Dockyards is still operating in the red, although the losses are less than they were in the second half of 1979.

The entire group had suffered, Mr. Bremeridge said, from high interest rates so far this year, and finance charges will continue to be a major cost in all operations.

## Mid-term profits advance for HK and China Gas

BY OUR HONG KONG CORRESPONDENT

**THE HONG KONG** and China Gas Company has posted a 34 per cent increase in interim profits, but has warned that the higher wage and feedstock costs may force it to levy yet another rate increase on its gas

increase in gas sales during the period, a 32 per cent increase in customers served, and interest income from the proceeds of a HK\$92m rights issue raised in April to expand the company's plant.

But Mr. R. C. Lee, chairman, noted that the company's wage bill will rise by HK\$4m in the second half, and that other steeply expanding expenses are cutting into the second half interim dividend was set at 21 cents a share, compared with 20 cents.

The company raised its gas rates last year after having held improvement to a 20 per cent

## South China Morning Post lifts payout

By Our Hong Kong Correspondent

**THE SOUTH CHINA MORNING POST**, Hong Kong's leading English language daily, has reported profits for the year to June 30 of HK\$54.5m (US\$11m), up from HK\$44m for the previous year. The final dividend is HK\$1 a share, making a total of HK\$1.40, against HK\$1.10.

The shares are about 90 per cent held by three principal shareholders: Hongkong and Shanghai Banking Corporation; Hutchison Whampoa; and Dow Jones Inc.

## Tan Chong doubles earnings

BY WONG SULONG IN KUALA LUMPUR

**TAN CHONG**, the assembler and distributor of Datsun cars in Malaysia and Singapore, doubled its earnings in the first half to June. Group pre-tax profits rose from 25m ringgit (US\$27m), or 27m ringgit (US\$31m). The company attributed its gas

out of which 50m ringgit came from the revaluation of land and buildings of its two wholly-owned subsidiaries, and 32m ringgit from other subsidiaries. A one-for-one scrip issue is to be made for which purpose a sum of 48m ringgit from this surplus is to be capitalized.

Tan Chong also said it benefited from a generally stable yen exchange rate during the period.

The sharp gains were made

on the strength of the Malaysian car market. Tan Chong's sales

## Goodyear Malaysia plans further plant expansion

BY OUR KUALA LUMPUR CORRESPONDENT

**GOODYEAR MALAYSIA** Berhad is to spend US.\$25m over the next two years on expansion, including the installation of advanced facilities for radial truck tire production. This expansion, coming on top of the recently completed US.\$16m extension to its plant at Shah Alam, outside Kuala Lumpur, brings to US.\$68m the amount invested on the plant since it first started in 1974.

Mr. I. B. Thomsen, president of Goodyear International, said that this represented the biggest single non-oil American investment in Malaysia.

## Shell Refining Malaysia downturn

By Our Kuala Lumpur Correspondent

**SHELL REFINING** (Malaysia) suffered a fall of 12 per cent in its profit for the half-year to June, from 16.5m ringgit to 14.5m ringgit (US\$6.9m) on flat sales volume. The results are in line with those of the other Malaysian refiner, Esso Malaysia Berhad, which recently reported a drop in interim net profit from 12.6m ringgit to 8.1m ringgit. Both companies have blamed the sharp increase in crude oil prices, and their inability to get sufficient compensation from the market.

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Westdeutsche Landesbank Girozentrale

Morgan Stanley International

Banque Bruxelles Lambert S.A.

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Svenska Handelsbanken

S. G. Warburg &amp; Co. Ltd.

The Notes, in the denomination of US\$5,000 each, with an issue price of 99½ per cent, have been admitted to the Official List by the Council of The Stock Exchange, subject to the issue of the Temporary Note. Interest is payable annually in arrears on October 1, commencing on October 1, 1981.

Particulars of the Notes are available in the Exel Statistical Service and may be obtained during normal business hours on any weekday (Saturdays excepted) up to and including 10th October, 1980, from the broker to the issue.

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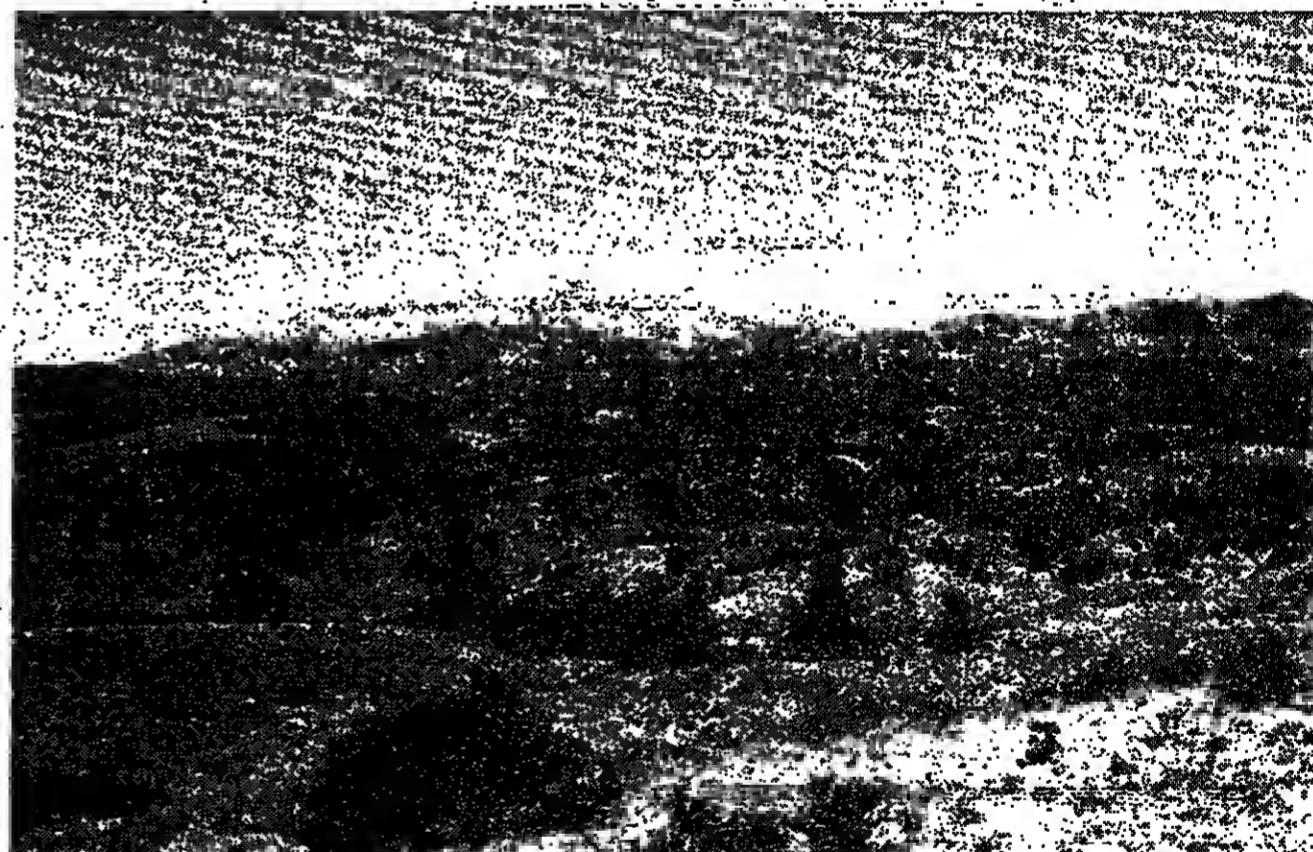
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## APPOINTMENTS

## L. Pincott to head Stone-Platt

Mr. Leslie R. Pincott is to succeed Sir Geoffrey Hawking as chairman of STONE-PLATT INDUSTRIES, the glass-making textile machinery group which had to seek bank support earlier this year after a technical default on a loan. He will take over the chair on November 1.

Mr. Pincott was a managing director of ESSO Petroleum from 1970 to 1978. He is vice-chairman of Remploy and a director of George Wimpey and other companies. He has already joined the Board of Stone-Platt, which is closing its Oldham factory in December, as a non-executive director. Sir Geoffrey, now in his late 60s, has been chairman since 1974.

Mr. E. G. Smalley, previously chief executive, who became deputy chairman in July 1978, will continue in that position. Mr. R. F. Lawler is chief executive.

Mr. George R. Jefferson has been appointed a non-executive director of BABCOCK INTERNATIONAL. Mr. Jefferson is chairman designate of British Telecom.

Mr. Derek Alun-Jones has been appointed chairman of the ELECTRONIC CAPITAL EQUIPMENT SECTOR WORKING PARTY of the National Economic Development Council. The working party was formed by the NECDC in May 1980 to concentrate upon the major opportunities and threats facing the capital electronics industry in the face of rapid technical change and intense overseas competition. It succeeds the Radio Components, Radar and Navigational Aids SWP and the Automation and Instrumentation SWP. Mr. Alun-Jones is managing director of Ferranti.

Mrs. R. Banner has been appointed an executive director of WILLIS FABER and DUMAS (UK), and Mr. R. Banner is reported yesterday.

Mr. Christopher Morgan has been appointed by the Bureau National du Cognac, the industry's governing body, as director of the COGNAC INFORMATION CENTRE FOR GREAT BRITAIN. The centre will operate from 140 Cromwell Road, London, SW7 and offer a recipe service to the public and the catering trade (Telephone 01-373 6629).

Mr. A. D. Porter has been appointed chairman of F. H. TOMKINS following the retirement of Mr. Gerald G. Garman, who has been with the group for 50 years.

NORTHWAY-GESTALT CORPORATION of Toronto, Canada, has appointed Mr. Robert E. Marcille as president of the company following the resignation of Mr. H. S. Neglin. Northway-Gestalt is a subsidiary of Spar Aerospace.

Mr. J. M. B. MacMillan has been appointed executive chairman and joint managing director of D. S. CRAWFORD a subsidiary of the United Biscuits group. Mr. J. F. Gibson has been appointed joint managing director of D. S. Crawford. Mr. MacMillan is a director of UNITED BISCUITS (Holdings)

and of United Biscuits (UK) and has been managing director of D. S. Crawford since 1963. Mr. Gibson, a United Biscuits (UK) director, continues as managing director of United Biscuits (Agriculture).

Mr. Robert D. Walter has been elected senior vice-president, finance, and Mr. Brian D. McAuley, controller, of NORTON STONIM INC.

ROBERT M. DOUGLAS HOLDINGS states that Sir Robert Douglas, founder of Douglas Group, who retired as chairman two years ago, is to be created president of the company. On November 24, 1980, he will have been in existence for 50 years.

ANGLO OVERSEAS TRANSPORT, part of P and O Agency Services, is to divide its operations into two separate units, Anglo Overseas and Anglo Specialist Services. From October 1, Mr. Joe Powell, deputy executive chairman of Anglo Overseas Group, becomes executive specialist services. Mr. John James, formerly deputy managing director of Anglo Overseas Transport, will be managing director Anglo Overseas.

The first British trading company to be totally acquired by the Kuwait Investment Office, the PROPRIETORS OF HAY'S WHARF, has appointed a new chairman of the Oils and Chemicals Division, Mr. D. J. W. Brownie.

WILLIAMS AND GLYN'S BANK has made the following following appointments from October 1: Mr. W. J. A. Dacombe, assistant chief executive; Mr. H. E. Farley, executive director, domestic banking; Mr. G. E. K. Foster, executive director responsible for related services; and Mr. A. G. Pollard, executive director, international banking.

Mr. Brian L. Mower has been appointed head of information for the DEPARTMENT OF

continues in charge of dry bulk cargo chartering and in charge of the Gutaas-Larsen office in New York.

Mr. G. W. K. Fenn-Smith and Mr. P. G. Kirton, members of the executive staff of ADVANCE SERVICES, have been appointed directors of the company.

Mr. Martyn W. T. Harrison has taken a major shareholding in MOLNERS, of Sutton Coldfield, and becomes chairman and managing director. Mr. Parkinson continues as sales director and Mr. Bill Parkinson, who founded the company in 1973, remains director on a consultancy service agreement.

Mr. John Simmonds has been appointed managing director of PEARL AND DEAN GROUP. He was previously with Letrasat International as general manager of hitherto Letrasat UK and its consumer division and latterly as group development manager.

BSG INTERNATIONAL has appointed Mr. Peter Johnson as managing director for its main Ford dealership handling the Birmingham and Beckenham areas at Kent.

Mr. John Knights, general manager of the ROYAL LIFE INSURANCE SOCIETY, has been appointed a director. Mr. Cooke has joined the society as a non-executive director and consultant. Mr. Cooke is a former director and general manager of National Westminster Bank.

ALCAN ALUMINIUM (UK) has made the following appointments: Mr. F. J. Davies to head the extrusion division and he will also become chief executive officer of Alcan Extrusions. Within the extrusion division, Mr. A. E. Peterson will be commercial director and Mr. R. Welsh, general manager, extrusion product companies and managing director of Alcan Windows. Mr. J. P. Kembery is now managing director of Alcan Metal Casters, replacing Mr. M. L. Bell, who is moving to a senior position in Montreal. Mr. J. B. T. Wilson takes over the position of managing director of Alcan Wire.

## BANK RETURN

Wednesday  
September 24 1980

Increase (+) or  
Decrease (-)  
for week

Liquidities	E	E
Cash Reserves	16,453,000	
Public Deposits	36,006,934	- 1,701,348
Bankers Deposits	62,008,738	+ 94,071,561
Reserve & other Accounts	840,794,598	+ 8,624,434
	1,273,445,324	- 87,148,275

ASSETS		
Government Securities	301,289,064	- 232,730,000
Advances & Other Accounts	251,401,273	+ 1,671,405
Premises Equipment & Other Assets	69,928,631	+ 151,485,141
Coin	2,129	- 1,767,441
	876,947	10,385
	1,273,445,324	- 87,148,275

LIABILITIES	E	E
Notes Issued	10,150,000,000	- 25,000,000
In Circulation	10,125,285,681	- 17,427,519
Banking Department	31,174,319	- 7,574,681
	10,150,000,000	- 85,000,000

ASSETS		
Government Debt	11,015,100	+ 288,615,680
Other Government Securities	8,860,065,772	- 308,610,680
Other Securities	1,278,988,128	
	10,150,000,000	- 85,000,000

Mr. David McWilliam

Mr. Cardon de Liebhauer is a member of the executive committee of Banque Bruxelles Lambert. Mr. McWilliam has been seconded from Midland Bank International, where he is an assistant general manager. He is a former managing director of Thomas Cook Bankers.

Mr. Ole Haug has been named manager of Crude Oil Tanker Chartering for GOTAAAS-LARSEN group and will be based in London. He succeeds Mr. Stephen J. Stapleton, vice-president of the company, who

is now managing director of Thomas Cook Bankers.

Mr. J. M. B. MacMillan has been appointed executive chairman and joint managing director of D. S. CRAWFORD a subsidiary of the United Biscuits group. Mr. J. F. Gibson has been appointed joint managing director of D. S. CRAWFORD. Mr. MacMillan is a director of UNITED BISCUITS (Holdings)



Mr. Leslie Pincott

## CURRENCIES, MONEY and GOLD





## Companies and Markets

## Producers meet as coffee falls

By Our Commodities Staff

COFFEE producers were meeting in London to try to hammer out an agreement on export quotas which might pave the way for agreement between them and the main consumer nations at the International Coffee Organisation meeting.

Meanwhile, prices on the London terminal market again fell to new four-year lows. November futures futures fell by another £12.5 to close at £104.5 a tonne.

The ICO council has set up a contact group of four countries which will meet this morning to work on whatever proposals the producers have been able to reach. ICO delegates said that the advantage of a contact group would be its ability to concentrate on the technical details of introducing export quotas.

Until yesterday the two sides had been talking for the best part of two weeks without much sign of agreement. If the talks do look like coming to some point they may be continued into the weekend.

## Market apple changes urged

MEASURES to help British apple growers cope with competition from imports, notably French Golden Delicious, are being put to the European Parliament by David Curry, Conservative Euro-MP for Essex.

Mr. Curry is calling for changes in the way the Common Market regulates the apple industry. He wants a tighter system of grading apples to prevent poor quality fruit being dumped on domestic markets while the best apples are reserved for exports, and a limitation in shipments of Grade A apples to the UK for a transitional period to help English growers recapture some of their domestic market.

Mr. Curry also proposes changes in the way the intervention support buying system works so that it does not favour so heavily southern European producers with apple yields twice as big as Britain's.

He is demanding as well an investigation by the EEC Commission of national aids given by individual governments to apple growers. Mr. Curry claimed that he was seeking to gain time for the tremendous efforts English growers were making to put their own house in order.

## BRITISH COMMODITY MARKETS

### BASE METALS

**COPPER**—Lost further ground on the London Metal Exchange reflecting the continued decline in gold. Having opened the day at £234 three months metal fell away throughout the day to £230 on the morning fixings. After opening at £7,310 forward metal dipped to £7,270 on the morning Karb but staged a modest recovery in the afternoon to close the Karb at £7,300. Turnover: 1,125 tonnes (Wednesday 680 tonnes).

If the agreement is not ratified on time it would mean that the International Rubber Council could not start work. But

## Copper market under pressure

BY JOHN EDWARDS, COMMODITIES EDITOR

COPPER prices fell back sharply on the London Metal Exchange yesterday losing most of the gains earlier this week. Cash wirehairs closed £17 down at £280 a tonne.

The market was depressed by the decline in gold and silver, and news from the U.S. that Inspiration Consolidated Copper, one of the smaller producers, had reached a tentative settlement with the unions to end the 12-week old strike by its workers.

It is thought that Duval Copper, whose labour contracts expire on September 30 will also reach an agreement over the weekend similar to the terms negotiated by Kennecott. These further settlements are expected to increase pressure on the bigger producers to renew negotiations seeking an end to the stoppage.

Meanwhile Noranda announced it was cutting its U.S. copper selling price by 3 cents to \$1.01 a lb.

Other metals came under selling pressure, but losses were slight in quiet trading conditions.

Cash zinc, however, fell by £5.5 to £336 a tonne, in spite of an announcement by the UK-based smelter, A. M. and S.

## Efforts to avoid rubber pact delay

BY OUR COMMODITIES STAFF

OFFICIALS OF the United Nations Conference on Trade and Development (UNCTAD) are making last-minute efforts to persuade the U.S. and EEC countries to ratify the international rubber agreement quickly so that it can come into force as planned on October 1.

The agreement needs the ratification of countries accounting for at least 65 per cent of both imports and exports of rubber. At the moment it has been ratified by Malaysia and Indonesia—giving 73.6 per cent on the exporting side; but on the importing side only Japan, China, Czechoslovakia and Australia—representing 22 per cent of imports—have ratified.

If the agreement is not ratified on time it would mean that the International Rubber Council could not start work. But

Europe, that it had decided to revise its European price increase from \$805 to \$845 a tonne. This brings it into line with other leading producers in Canada and Australia who reacted to the original A. M. and S. rise of \$25 to \$805 by going to \$845 instead.

However, traders were worried by the fact that European smelters have not joined in the rise so far and are reported to be doubtful as to whether the market can stand an increase to \$845.

Lead was boosted by news from the U.S. that St. Joe Lead Company, one of the leading producers, had raised its domestic selling price for corrugated grade lead by 3 cents to 45 cents a lb. This suggests that demand is recovering after the heavy falls suffered in the second quarter.

Following the downturn in gold, the London bullion spot quotation for silver was cut by 12.5p to \$91.30p a troy ounce at the morning fixing. Values recovered slightly in afternoon trading and the LME cash price closed at 903.5p an ounce, still 40.5p down on the previous day's close.

The IWC said its estimate is tentative, as southern hemisphere crops will not be harvested for several months, although it does include the latest lower estimate of the Australian crop.

This compares with the 1979-1980 output of 425m tonnes and the previous record of 450m in 1978-79.

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**INDUSTRIALS—Continued**

High	Low	Stock	Price	Yield	Div.	Wk.	Mo.	Yr.	PE	1980	High	Low	Stock	Price	Yield	Div.	Wk.	Mo.	Yr.	PE	1980	
54	45	Harpers 20p	325	3.25	2.25	10.9	5.6	36	22	Eds. Gen. Inv. 10p	22	1.1	164	100	1.0	1.0	14	11	11	10.7	7.915	1980
55	50	Harris (P.) 50p	250	2.50	1.25	12.5	6.5	12	115	Edens (Hedge) 10p	161	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
56	54	Harris & Sons 50p	325	3.25	1.25	12.5	6.5	12	116	Ends Inv. 50p	162	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
57	54	Harrison & Sons 50p	250	2.50	1.25	12.5	6.5	12	117	Ends Inv. 50p	163	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
58	54	Hartley 4p	250	2.50	1.25	12.5	6.5	12	118	Entel 50p	164	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
59	57	Hawthorn 4p	250	2.50	1.25	12.5	6.5	12	119	Entel 50p	165	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
60	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	120	Entel 50p	166	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
61	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	121	Entel 50p	167	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
62	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	122	Entel 50p	168	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
63	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	123	Entel 50p	169	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
64	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	124	Entel 50p	170	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
65	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	125	Entel 50p	171	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
66	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	126	Entel 50p	172	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
67	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	127	Entel 50p	173	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
68	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	128	Entel 50p	174	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
69	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	129	Entel 50p	175	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
70	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	130	Entel 50p	176	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
71	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	131	Entel 50p	177	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
72	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	132	Entel 50p	178	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
73	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	133	Entel 50p	179	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
74	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	134	Entel 50p	180	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
75	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	135	Entel 50p	181	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
76	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	136	Entel 50p	182	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
77	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	137	Entel 50p	183	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
78	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	138	Entel 50p	184	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
79	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	139	Entel 50p	185	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
80	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	140	Entel 50p	186	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
81	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	141	Entel 50p	187	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
82	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	142	Entel 50p	188	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
83	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	143	Entel 50p	189	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
84	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	144	Entel 50p	190	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
85	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	145	Entel 50p	191	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
86	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	146	Entel 50p	192	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
87	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	147	Entel 50p	193	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
88	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	148	Entel 50p	194	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
89	57	Hawthorn Com. 50p	250	2.50	1.25	12.5	6.5	12	149	Entel 50p	195	1.1	213	211	1.9	1.0	14	11	11	10.7	7.915	1980
90	57	Hawthorn Com. 50p</td																				

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# FINANCIAL TIMES

Friday September 26 1980

**BELLE'S**  
SCOTCH WHISKY  
**BELL'S**

## Babcock chairman for British Airways

By Michael Donne, Aerospace Correspondent

SIR JOHN KING, chairman of Babcock International, the process engineering group, and of British Nuclear Associates, is to be the part-time chairman of British Airways from February 1. Sir John, who is also deputy chairman of the National Enterprise Board, will join the British Airways Board on December 1.

He will succeed Mr. Ross Stainton, who has spent all his working life with British Airways and its predecessors. Mr. Stainton will retire at the end of January.

Mr. A. H. Alexander Dibbs, a deputy chairman and director of the National Westminster Bank, and a member of the National Enterprise Board, will

Cuts of up to 50 per cent in some internal air fares are to be made by British Airways from November 1. It is a move to boost traffic during the winter.

Profile and problems, Page 6

also join British Airways on December 1, becoming a part-time non-executive deputy chairman on February 1.

At that date, Mr. Roy Watts, currently chief executive, will be promoted to become additionally the executive deputy chairman of the airline.

Sir John King's background is primarily in the engineering industry. He is chairman or a director of a number of major engineering companies in both the UK and the U.S.

At British Airways, his primary task will be to help nurse the airline through the current difficulties created by the recession, which has hit the finances of all the world's airlines.

Depending on the way in which the airline comes through the recession, the Government is expected to sell off a substantial minority of the shares to private investors once the Civil Aviation Bill becomes law in the next parliamentary session.

No date for this change has yet been set, nor has the precise proportion of the shares to be sold off been settled.

But the change will clearly require a closer involvement between the airline and the City.

This probably explains why the Government has appointed a prominent banker to be the new part-time non-executive deputy chairman.

Continued from Page 1

## Offshore

amount to be spent on the UK Continental Shelf.

"The point which I want to make as strongly as possible is that this potential represents a truly great challenge to our national industry to invest and develop, to become internationally competitive and to ensure that the lion's share of the associated business is British." He called on the Government to foster an environment "in which industry will rise to this challenge."

The latest Government figures show that last year UK companies gained 79 per cent of the £2.7bn worth of orders placed for offshore goods and services. The performance of UK industry was in sharp contrast to the early 1970s when domestic companies were winning only a quarter to a third of the contracts.

Mr. Raisman said it needed little imagination to realise the potential importance of future offshore investments on the industrial infrastructure of Britain. "We are going to need platforms, modules, power generators, pipelines, cement, chemicals, food, ships, helicopters, support services, communication systems but, perhaps most important of all, we are going to need people. Among those needed would be people to lay pipelines, and to run radio communication systems as well as pilots, seamen, cooks, reservoir engineers, crane drivers, clerks, economists, managers and deep sea divers.

"Mr. Raisman was optimistic about the potential of the UK to meet its oil needs, in net terms, over the next 20 years. Oil demand this year was likely to be 85m tonnes (1.8m barrels a day) against 95m tonnes last year. During the 1980s the annual demand should range from about 90m tonnes to 95m tonnes. By the end of the century UK oil consumption could be as high as 100m tonnes a year or as low as 70m tonnes.

The oil industry thought that total recoverable oil reserves on the UK Continental Shelf were about 25bn barrels, some 20bn barrels of which was in the North Sea. Of this 20bn barrels in the North Sea, some 16bn barrels had been discovered with nearly 12bn barrels lying in fields in production or under development.

## Government to put £400m more into British Steel

BY ELINOR GOODMAN AND ALAN PIKE

THE GOVERNMENT is today set to announce a further £400m cash injection to the financially-troubled British Steel Corporation to enable it to continue trading while decisions on its long-term future are finalised.

This additional aid to BSC—which may prove to be only the first instalment of a larger sum—will give more time for Mr. Ian MacGregor, the corporation's chairman, and Sir Keith Joseph, the Industry Secretary, to consider plans for cutting the industry's losses. Mr. MacGregor is anxious to defer decisions on the future capacity needs of BSC until the end of the year, when he hopes to have a clearer view of the likely steel market after the recession.

The Government's announcement will make it clear that the extra money is no more than an interim settlement in tide BSC over until Ministers have been able to consider the longer-term position. But it comes at a time

when Ministers are increasingly worried that the recession may make it extremely difficult for several other nationalised industries to achieve the improvements envisaged in the Government's public expenditure White Paper.

It became certain in June that BSC would fail to remain within its £450m cash limit for the current financial year. Sir Keith at that stage told the corporation to continue trading—an action which amounted to his acceptance that he would have to make additional funds available. The corporation calculated in June that it would require an extra £400m but this was—and remains—a rough estimate which may have to be amended.

BSC's position has grown more difficult since the early summer, with the recession biting still more deeply into its weak market. It is probable that its losses in the current

financial year will be at least as great as last year's record £545m, when the figures were worsened by the three-month national steel strike.

While the decision to grant more money to BSC was expected, ministers are uncomfortably aware that it may be seen as a further erosion of their industrial strategy, though some welcome it as a sign of healthy flexibility.

The Government has already had to agree to an easing of British Rail's cash limit and Sir Keith has announced that he is under pressure to take the same action towards British Shipbuilders. On top of this, there is speculation at Westminster that other nationalised concerns may argue later in the year that the recession makes it impossible for them to meet their targets this year.

Feature, Page 18  
Private Capital Ideas, Page 9  
Ordinance factories, Page 9

## NEB faces biggest loss

BY HAZEL DUFFY, INDUSTRIAL CORRESPONDENT

THE NATIONAL Enterprise Board will be left with a substantial loss on Alfred Herbert, the wholly-owned subsidiary which collapsed three months ago.

The failure of the machine tool company is the biggest to be suffered by the State organisation since it was set up.

Shareholders were given notice yesterday of an extraordinary general meeting on October 17 at the company's Coventry head office at which they will be asked to support a voluntary winding up proposal.

The shareholders, which include the NEB and a few private holders of the preference share capital, will be asked to appoint Mr. Richard Agutter and Mr. Guy Parsons, of Pear Marwick Mitchell, as joint liquidators.

Herbert's bank overdrafts at December 31 1979 stood at £9.8m. Shortly after this, senior executives of Herbert launched a last attempt to save

the group by instituting the sale of all assets which were peripheral to the manufacture of advanced technology machine tools.

The deteriorating climate for industry, and its effects on capital investment, led to the failure of this plan. The NEB had already made it clear that it was not prepared to inject any more money into Herbert, so the group was left to carry out an orderly disposal.

In order to allow the Alfred Herbert name to continue to be used by Tooling Investments, which has bought the Edgwick plant, the name of the group will have to be changed to Jooper Engineering before the voluntary winding up. The parts of the group which have not yet been sold include several overseas companies, which are all independent companies.

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## Polish strikes cost further £347m

BY CHRISTOPHER BOBINSKI AND ANTHONY ROBINSON IN WARSAW

POLAND has lost a further Zl 25bn (£247m) through strikes and other stoppages this month, on top of the Zl 36bn (£500m) lost during the strikes which paralysed much of the country's trade and industry in August.

The figures were revealed yesterday in the Communist party newspaper Trybuna Ludu by Mr. Aleksander Kopek, Deputy Premier in charge of industry.

He also said that 2.8m tonnes of coal output had been lost since the beginning of the strikes, as well as 135,000 tonnes of steel, 27,000 tonnes of fertilisers, 1,465 tractors and 14,000 washing machines.

Mr. Kopek added his voice to the growing number of appeals to workers to increase productivity and make more efficient use of plant and equipment.

This has been a factor in the current drive against corruption in high places. The latest victim is Mr. Raimond Tyranski, Pravda attack, Page 2

former head of Minex, the foreign trade organisation dealing in construction materials. He is accused of taking well over \$tn (£241bn) in bribes from Western companies, including \$460,000 from an Austrian company, \$250,000 from Sweden, and DM 473,000 from West Germany. Most of the money is alleged to have been channelled into bank accounts abroad.

The stage is also being set for a purge of inefficient party and management cadres. Major changes are expected in both the top-level Poliburo and the party central committee, following a special central committee plenum expected shortly.

Meanwhile, the authorities have arrested Mr. Leszek Moszulski, one of the most controversial figures of the Polish dissident movement.

Pravda attack, Page 2

## IBA warning for Westward TV

BY ARTHUR SANDLES

WESTWARD TELEVISION has been given a clear warning that its West Country commercial television franchise is in immediate jeopardy. The Independent Broadcasting Authority has asked for assurances concerning the future of the station and demanded answers by October 9.

Westward has been torn by an internal argument which has spilled over into the courts. It has been told that it is not only the renewal of its contract which is at risk, but also the remaining 15 months of its present franchise.

A key paragraph in a sharp letter to Westward last night says: "In view of the contractual position, the Authority assumes that Westward Television will wish to consider its plans for

the immediate future; these will have to take account of the conditions which the Authority would wish the company to comply with if the possibility of the Authority moving to determine the existing contract were to be removed."

The time has come, says the IBA, when it must consider whether Westward, or the people running it or who seem likely to run it, present such changes as to require the Authority to look again at the franchise.

IBA powers in these circumstances are total. It can in effect choose its own Board for Westward. It can remove the contract completely—there are two ready-made rivals eager to take over—or it can hand the area over to a neighbouring con-

tractor. Southern or HTV on a temporary basis.

At the moment Mr. Peter Cadbury, founder and largest single shareholder in Westward, looks set to confirm his removal of most of the present board at a second extraordinary shareholders' meeting on October 17 and place himself back in the chair he lost earlier in the year.

The Authority says any changes at Board and principal executives' level "must inevitably have wider repercussions among the management and other staff of the company which could affect the service being provided by Westward Television under the programme contract with the authority."

It has therefore asked Westward to say with some speed what the position is or might be.

Continued from Page 1

## Tehran experiences the fear of war

were few in number and travelled without headlights. In the silence it seemed as though the packs of dogs which roamed the city had taken it over to howl all night at the moon.

On Thursday morning there was an early rush to the shops for those who are sceptical of the Government's declaration that there will be no food shortages. While the panic buying has been on a limited scale, items such as rice, flour, bread, eggs, tinned foods and cooking oil are in demand.

One woman struggling out of a major supermarket with a bag

full of long-life milk, exclaimed: "It's all that's left." It was not true but that did not stop a number of people rushing in to check.

The private motorist has been quickly affected. After saying at the beginning of the week there would be no shortage of petrol, the Interior Ministry yesterday announced that no petrol, kerosene or gas oil would be sold to private customers for two days because of the attack on the Abadan refinery.

It seems likely that on Saturday, when normal sales are due

## Coral chief to receive £300,000 handshake

By Andrew Fisher

MR. NICHOLAS CORAL will receive a record golden handshake of £300,000 when he steps down as chairman of Coral Leisure Group on completion of the £83m bid by the Grand Metropolitan hotels and brewing group.

The figure was contained in the formal offer document which was sent to shareholders yesterday. This was accompanied by a letter from Mr. Maxwell Joseph, Grand Met's chairman, stating that his own company's performance in the second half would not match progress in the first six months.

The payment, on which Coral shareholders will vote at a special meeting next month under the terms of the Companies Act, far exceeds other recent payments to retiring directors in the leisure and entertainment industry.

Sir Fred Pontin was paid £200,000 after retiring from Coral's board in 1979 after the group had bought the holiday camp business which he had built up.

The same amount was paid to Mr. Eric Morley when he left Grand Met's own Mecca betting and entertainment company after a boardroom disagreement. Five years ago, Mr. Graham Dowson was paid £150,000 following a policy row which led to his departure as chief executive of Rank Organisation.

The basis of the compensation calculation was not disclosed in the document. "It is a basis I put to them which they found satisfactory," Mr. Coral said last night.

"I was not personally in any hurry. But it was felt better to agree a figure between myself and Grand Met. "It is not a record I wish to figure in. To be quite honest, but there you are."

### Service contract

The document said other Coral directors were also likely to retire in due course with such compensation payments as may be agreed at that time.

Mr. Coral's annual salary is just over £42,000. His service contract ran out at the end of 1983. Other directors, paid a total of £180,000, also have service contracts subject to compensation payments.

In his letter to shareholders, Mr. Joseph said the first half of Grand Met's financial year to September 30 had been affected by the economic problems of the UK, the strong pound and high interest rates.

These had continued into the second half, which had also been affected by poor summer and further weakening in

the market for engineering side is getting shorter, particularly on the defence side. The group is a long way from making an adequate return on its shareholders' funds of around £220m and borrowings of something like £150m; and the main support for the shares at 135p remains a forecast yield of 13.4 per cent.

### Dunlop

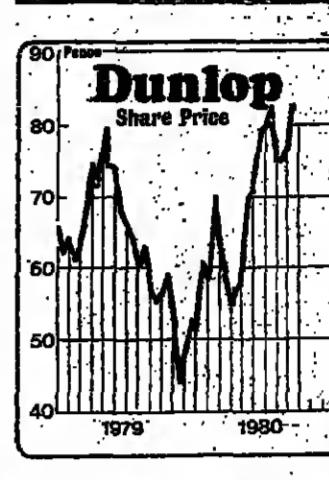
Dunlop's pre-tax profit is down from £18m to £15m in the first half of 1980, when the weakness of the British tyre market more than offset the

absence of strikes and improved performance in some overseas businesses. After adjusting for the move of Pirelli Ltd. and the French Dunlop company to associate status, finance charges are up from £16m to £25m. Most of

## THE LEX COLUMN

## A bumpy ride for Vickers

Rose 1.1 to 4844



sent cutbacks in capacity and withdrawals from unprofitable sectors will see it through although it warns that there may be no significant upturn until late next year.

Overseas